NOVEMBER 15. 1936 . TWENTY CENTS

Sales Management Management



What Can We Do When Competitors Have Gobbled up All Best RetailOutlets?

Railway Express Co. Turns Summer Slump into All-Time Summer Sales Record

Industrial Films Are Our Best Salesmen, Say Caterpillar Tractor Sales Chiefs

Brand Specifications Survey Among Men Shows Wives Usually Do the Choosing

THE MAGAZINE OF MODERN WARKET



PLAYING BILLIARDS for hours, under the direct light of a powerful bulb, may be less tiring to eyes than glancing through a magazine under the illumination of an ordinary reading lamp. For specialists say: "It matters little how intensely an object is illuminated if there is no reflection back into the eyes." Billiard tables are covered with a special cloth whose surface absorbs reflections and kills glare . . . while some printed pages are like tiny mirrors reflecting the rays of light.

Scientific research has led to one of the most important modern developments in paper making...the discovery of the shade of white and a new printing surface which kills glare and makes reading easier on the eyes.

This combination of a neutral shade of white and non-glaring surface for printing papers, now obtainable in Kleerfect and Hyfect, has not only demonstrated that it is easy on readers' eyes but also unusually easy on printing budgets. Because although Kleerfect and Hyfect sell at low-cost book paper prices, they produce printing results which in the past were only possible on expensive papers.

Every buyer of printing should find out how Kleerfect and Hyfect can add to the readability of catalogs,

BOTH SIDES ALIKE IN KLEERFECT AND HYFECT

Two-sided papers, with a notable difference in printing surfaces between the wire and felt side, have long been a bugaboo to printers. These microphotographs of the two sides of Kleerfect and Hyfect show that for practical purposes both sides are alike... making possible perfect printing results heretofore impossible except with the most expensive paper stocks.

mailing pieces and magazines. Write our advertising office in Chicago for samples. And, to learn how much these papers can save on your present printing costs get an actual estimate from your own printer.

This advertisement is NOT printed on either Kleerfect or Hyfect.

KIMBERLY-CLARK CORPORATION

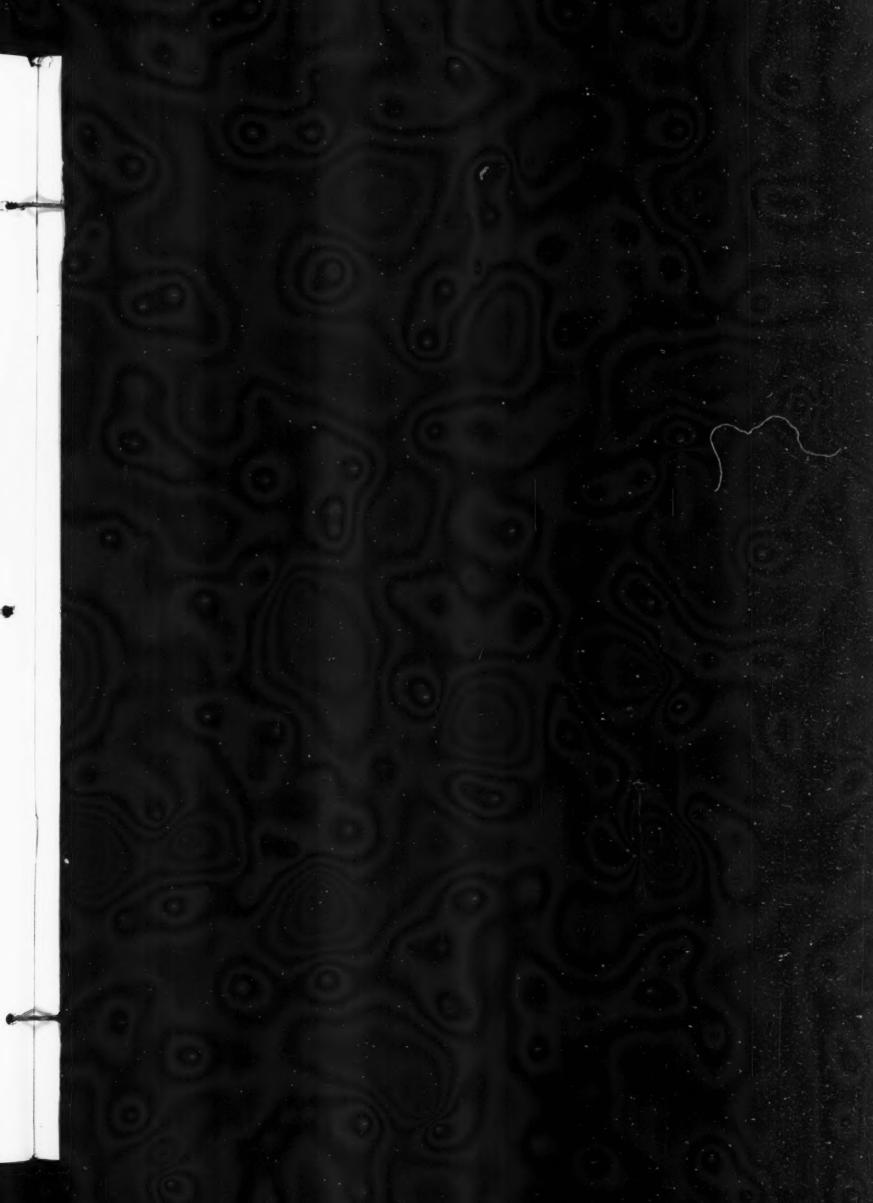
RESTABLISHED 1872

NEENAH, WISCONSIN

CHICAGO · B SOUTH MICHIGAN AVENUE
NEW YORK · 122 EAST 487D STREET

LOS ANGELES · 519 WEST SIXTH STREET

ALL-PURPOSE BOOK PAPER







T CLICKS

The shutter winks. The cameraman scurries. Another news picture is headed for the darkroom.

10,000 such pictures—many by wire,* dirigible or express liner—pile up each week on the desks of News-Week editors. To supplement the pile, 400 photographers, world-scattered, are on 24-hour call for special News-Week assignments.

This extensive (and expensive) photo-gathering organization is only one reason why News-Week pictures are consistently setting new highs in weekly journalism. Out of 10,000 prints, only 80 or 90 will measure up to News-Week's "musts." (A picture must show action when the subject is capable of action. It must be timely. It must clarify and enliven the reader's understanding, It must carry full weight in telling the story.) Into the discard go the static shots, the merely decorative, the merely sensational or bawdy.

Readers (more than 200,000 now)...and advertisers...have verified the success of News-Week's fact-and-picture formula. It clicks!

NEWS-WEEK



Apple-Knockers, Ahoy!

Mademoiselle Corrine, who is to Dallas what la Rand was to Chicago, has pitched Texans into a high dither. It has come about from the fact that mademoiselle uses an apple for a costume. And, of all things, because Texas is not an apple country.

Citizens of the Rio Grande Valley to the number of 25,000 recently sent her a petition asking her to substitute a grapefruit. Then the Hempstead people, where watermelons grow bigger, yelled for a watermelon. Palestine, the peach orchard section of Texas, called loudly for a peach.

Next down Houston-way they suggested that she go back to fundamentals and try a fig leaf. The coast country, y' know, is the fig country. They raise no cherries or raspberries in Texas, but they do raise pecans. While these were under consideration some wag out in California wired:

"We'll send a grape, or at least a raisin."

Down in the great Southwest they're rambunctious, you know. They like their fun and make it as they go.

No Serious Subjects for Molle

Molle shaving cream's two questioneers, Park Johnson and Wallace Butterworth, who conduct Molle's "Sidewalk Interviews" each Tuesday night over the N. B. C. Red network, get the views on life and love—but not on religion and politics—of eight people a week, then give each a tube of Molle shaving cream.

Johnson and Butterworth are a new interviewing team for Molle, but in no wise new to the program, Johnson having been one of the interviewers and Butterworth Molle's announcer before the revolution that changed the program set-up and name from "Vox Pop" to "Sidewalk Interviews." The idea of the informal sidewalk broadcasts—which is not conducted from the sidewalk but from the hotel or theatre lobbies or the NBC studios—came from Texas. Park Johnson was part of much the same sort of program for the local Houston station, KTRH. Molle bought the program in October, 1935.

Interviewees who contribute their views on the various and sundry questions that Messrs. Johnson and Butterworth put to them are a pretty general cross-section of intelligence. They come from the rank and file of taxi drivers, distinguished guests in the various hotels, actors, salesmen—with a preference for out-of-towners who, in most cases, seem to be a little "fresher" than sophisticated New Yorkers. David McFayden, "The Whip" (known to frequenters of the Hotel Pennsylvania as the cab driver operating his private cab from that hotel), who always wears frock coat, top hat, stiff shirt, and a white carnation in his lapel, was one of the most colorful characters the Molle questioneers have had up to the microphone. Running him a close second was Rudolph Victor de Drambour, who brought the statue of Liberty to America 50 years ago and then came back later to become a U. S. citizen. The returning Olympics team con-

tributed the highlight of one Molle show in the nature of lion roars, reverberating through the halls of the RCA Building when Referee Dean of Johannesburg, South Africa, was interviewed and gave a demonstration of how the lions of South Africa let loose in the jungle.

To guard against stereotyped ideas that could easily enter into such a program, the interviews are completely informal, never rehearsed, and broadcast direct from the floors of lobbies and other big gatherings of people. In addition, Molle offers each week ten Bulova wrist watches for the best suggestions for program variations.

Recently Messrs. Butterworth and Johnson have incorporated a new stunt in the program. At an odd minute between nine and nine-thirty—program time—they set an alarm clock, and to the person before the microphone at the time the alarm goes off they hand a crisp five dollar bill. If the announcer is on, however, the five dollar bill is applied to that of the next week, making the alarm worth ten dollars instead of five, à la movie theatre bank night.

Stack-Goble handles the Molle account.

Toot, Toot, by Cracky!

Billy B. Van has started a newspaper. Called the *Home Town Bugle*, its first run was 500,000 copies. Billy is editor and he will also go on the air weekly starting November 19. The stunt is for National Brands Stores, Inc., of which there are now about 2,500 in 45 states.

The *Home Town Bugle* takes the place of the familiar dodgers or throw-away circulars which have long been used by stores, especially chain stores, to promote food sales. The campaign, with window placards, stickers, and various tie-ins, has been worked out by the Hilmer V. Swenson Co., of Chicago, specialist in food sales promotion for many years.

Billy Van is remembered as an old-time comedian who capered through scores of musical comedies on Broadway and out in the

sticks. Some years ago when he was banished from the stage because of ill health, he went into the piney woods of New Hampshire and there developed Billy B. Van's Pine Tree soap, green in color and redolent with the odor of pine.

The National Brands Stores chain is now in development and the recorded broadcasts will be heard at the start from 12 "spot stations" in sections where the stores are thickest. Later it is planned to use the broadcasts over a national network.

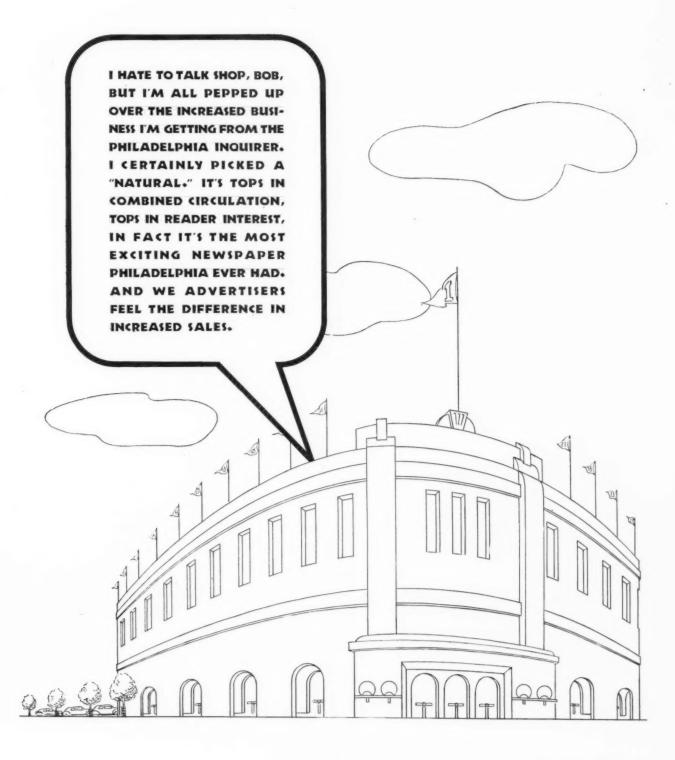


That old trouper, Billy B. Van this time as a country editor.

This chain will push nationally advertised goods in the main, as the name implies, but will also sell a limited line of its own private brand goods. These foods, featuring price, are packed by Leadway Foods, Inc. Leadway products will consist mostly of canned foods, such as peas, corn, beans and other fast-moving items.

F. E. Dowler, of Athens, Ohio, president of C. D. Shafer Co., is president of the National Brands chain. In the beginning the

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright, November 15, 1936, by Sales Management, Inc., 420 Lexington Ave., New York, N. Y. Subscription price \$4.00 a year in advance. Entered at second-class matter June 1, 1928, at the Post Office, N. Y., under the Act of March 3, 1879. November 15, 1936. Volume XXXIX. No. 11.



The Philadelphia Inquirer

Pennsylvania's Greatest Morning and Sunday Newspaper NEW YORK, H. A. McCandless BOSTON, M. L. Tyler SAN FRANCISCO, Edgar Swasey Jr. CHICAGO. DETROIT, ST. LOUIS, Guy S. Osborn, Scalaro and Maeker, Incorporated

Management 1

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Published by Sales Management, Inc., RAYMOND BILL, President; Phillip Salisbury, C. E. Lovejoy, Jr., M. V. Reed, R. E. Small-wood, W. E. Dunsby, Vice-Presidents; T. J. Kelly, Secretary; Edward Lyman Bill, Treasurer, Publication office, 420 Lexington Avenue, New York. Telephone, Mohawk 4-1760; Chicago, 333 North Michigan Avenue. Telephone State 1266. Santa Barbara, California, 29 East de la Guerra. Atlanta, Georgia, 42 Peachtree Place, N. E. Subscription price, 34.00 a year. Canada, 34.25. Member Audit Bureau of Circulation, Associated Business Papers.

organization was formed strictly as a buying group, and the object was to bring together a purchasing force which could compete with the bigger chains.

With the passing of the Patman Act, conditions changed and the organization decided to enter the sales promotion field and do a real service on behalf of the stores it supplied, which were scattered through 45 states and operated under a variety of names. Today the group distributes to its 2,500 allied stores through 405 local wholesale houses.

The Home Town Bugle will feature humorous "hick" items and amusing advertising in part, but will also carry a spread of food advertising for the local stores that distribute it. The radio is to create interest in the Bugle and help to make it a "wanted" addition to the family's reading.

Billy B. Van has long been known for his sly humor and his ability to put it over. He will probably develop into a character somewhat Will Rogerish. Anyway he will be a rural philosopher who has plenty of fun and good-natured wit in the paper. The theme song will be bugle notes blown by Eddie, the office boy Various local characters will appear in the broadcast with cracker barrel banter.

Adjective Tosser Tells All

D. L. Toffenetti, operator of six Loop restaurants in Chicago and president of the Chicago Restaurant Association, believes in saying it with adjectives. One of the most successful restaurant operators in that city, his places for years have carried placards oozing glowing descriptions of hams, eggs, Idaho potatoes, shrimps—but why go on? Let him tell about his oysters in his own words. Here they are:

"Day before yesterday, as the first crimson rays of sunshine were beginning to peek across Gardiner's Bay, these beautiful oysters were awakened from their peaceful rest at the bottom of their clear-blue habitat. Happy, carefree and contented were their lives until the cruel hand of man snatched them from their playground.

"They are government inspected and shipped by rapid transit express, to us, the very same day. Partake now."

Of a special breakfast offer he pledges:

"This particular breakfast will give you the strength to undertake your daily task with glowing heart and dynamic power."

Mr. Toffenetti in his formative years attended Northwestern University. That's it! The college influence. He majored in adjectives!

But the point is that everyone in Chicago knows the Triangle restaurants and business is always good in them. It is suspected he may be kidding a bit at times, but, well, those oysters were licking good.

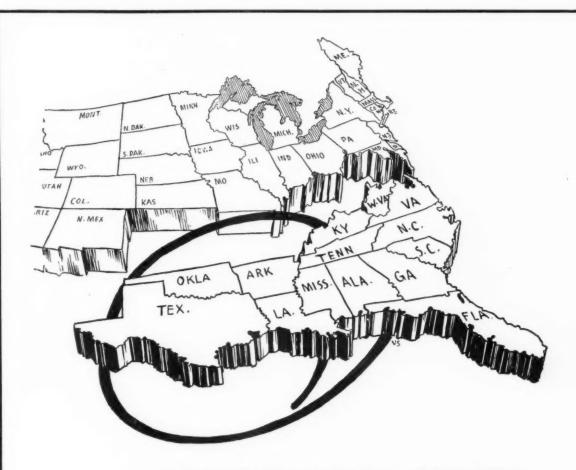
Gyp 12: Auto Show Sensation

The Farm Journal wanted to invite auto executives and dealers attending the Auto Show in Manhattan's Grand Central Palace to drop in to the Journal's suite at the nearby Waldorf-Astoria. There they would get the dope on what a fine magazine the Journal is, how fast it slaps pictures of all the car models onto the presses and gets them to readers from coast to coast. A page in the Automotive Daily News told the tale. Beneath a picture of a ponderous porker nursing a litter was this copy:

"This year it's the Gyp 12 (pig spelled cockeyed) that promises to be the outstanding model of the New York Show. Sensibly streamlined from hooker to spit curl. Underslung body with wide, roomy tonneau that carries 12 without crowding. And a deeply cushioned seat that's the last word in comfort.

"The new Gyp 12 just wallows in power . . . every pound of it . . . and that's not bologna. And speed a-plenty . . . 80 meals an hour is nothing. She'll go 50 miles for a gallon . . . of anything. Also the most easily lubricated model you ever drove anywhere . . . an occasional half pint and she purrs like a kitten . . . N.R.A. control. Triple-A exhaust . . .

"Be sure to mark Gyp 12 on your list of 'must sees.' Don't miss her. Just call her Sooey. She'll like that, for she's like that."



PROGRESSIVE FARMER TERRITORY IS RESPONSIBLE FOR:

- 39.4% of the Nation's Farm Owners
- 33.6% of the Nation's Farms Producing Yearly Income of \$1,000 and Over
- 30.4% of the Nation's Farm-Owned Cars and Trucks
- 28.9% of the Nation's Retail Sales in Places of less than 10,000 population
- 28.8% of the Nation's Cash Farm Income in 1935

Reaching more than 925,000 able-to-buy homes, Progressive Farmer provides dominant and influential coverage of the Rural South—a major market for manufactured goods.

Progressive Farmer

BIRMINGHAM

RALEIGH

MEMPHIS

DALLAS

250 Park Avenue, N. Y.

Daily News Bldg., Chicago

THE SOUTH'S LEADING FARM-AND-HOME MAGAZINE



Sow in FERTILE fields

DO YOUR RADIO ADVERTISING in major markets. Choose just the combination of rich sales areas that will bring results. Pay only for what you want to use.

Mutual is the only network which offers this flexible, low-cost method of radio advertising from coast to coast.

If you are blanketing the country with sales effort, use Mutual to multiply selling power where it will do most good.

Mutual builds on success. From January to September, 1935, Mutual billed \$764,016. In the same period in 1936, the billings were \$1,294,904—a gain of 69%. Two years ago we had six advertisers. Since then we have had sixty-four. In two short but full years, Mutual has become the fastest-growing network.

You can buy a potential audience of 47,530,936 radio listeners for \$2,172.74 (one half hour evening) by using Mutual in New York, Chicago, Cincinnati, Detroit, Boston and California. These are some of Mutual's fertile fields.

This is

THE MUTUAL BROADCASTING SYSTEM

OFFICES: CHICAGO, TRIBUNE TOWER—WGN • NEW YORK, 1440 BROADWAY—WOR CINCINNATI—WLW • DETROIT-WINDSOR—CKLW • CALIFORNIA—DON LEE NETWORK NEW ENGLAND—COLONIAL NETWORK • ENGLAND—COULSDON, SURREY



Advance Figures November Advertising Pages 9 Monthly Magazines

	Pages Nov. 1936	Nov. 1935	Pages Gain or Loss	Percent Gain or Loss	
TRUE STORY	61.0	47.7	+13.3	+27.9%	
McCall's	85.2	68.8	+16.4	+23.8%	
American	61.5	50.8	+10.7	+21.1%	
Woman's Home Companion	82.9	72.9	+10.0	+13.7%	
Pictorial Review	36.2	32.4	+3.8	+11.7%	
Cosmopolitan	64.3	59.7	+4.6	+7.7%	
Good Housekeeping	132.4	127.4	+5.0	+3.9%	
Ladies' Home Journal	77.4	78.5	-1.1	-1.4%	loss
Delineator	11.9	15.9	-4.0	-25.2%	loss

★ In November, for the 5th month in 1936, True Story shows the highest percentage advertising gain of any major monthly.

More and more manufacturers, wanting to profit from the increasing Wage Earner prosperity (as shown by employment and payroll gains) are buying True Story – the only major magazine which concentrates its circulation in the Wage Earner Market.

TRUE STORY

122 EAST 42ND STREET · NEW YORK

CHICAGO 333 N. Michigan Avenue DETROIT New Center Building BOSTON Statler Building SAN FRANCISCO Russ Building



From Farm to Store...

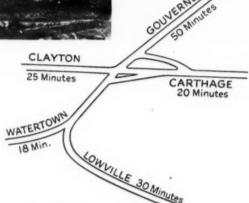
It's a matter of minutes only

TODAY stores are as accessible to the farmer as they are to the man in town. They can be reached with equal ease and almost equal speed . . . for the farmer rides. Wherever he goes, he travels on wheels, making him the most accessible consumer in the entire national market.

And the farmer is better served. He has many stores and a wide variety of goods from which to choose, for well-paved highways, extending in every direction, will take him quickly to where he knows he can get exactly what he wants.

If the farmer wants your product, he'll find it even though you have but a few outlets within his shopping radius. And the easiest way to sell him is to talk to him through Farm Journal — his favorite farm magazine.

As the publisher of the Watertown Times said after looking over Farm Journal's subscription list, "You certainly have the pick of the R. F. D. in the Watertown trading area." Farm Journal offers the manufacturer 1,250,000 modern farm families living in every trading area from coast to coast. Farm Journal belongs on every national advertising list.



In the Watertown, N.Y. Trading Area

Sixty-three percent of its 120,000 population is rural. 31 towns afford sales services to the farm trade. Yet Watertown, according to Chamber of Commerce records, secures 60% of all its retail business from rural families. These facts speak volumes. They tell Sales Managers that farm trade cannot be dodged—that whether traceable or not, much of a sales volume is now coming from farmers. This volume can be increased without additional travelling or sales expense, because the problem is not one of distribution, but of consumer appeal.

Information regarding other trading areas is available, and will gladly be given to you upon request.

FARM JOURNAL

BELIEVED IN FOR 59 YEARS

Significant Trends

As seen by the Editors of Sales Management for the fortnight ending November 15, 1936.

Measuring Public Opinion

One of the most amazing features of the election returns was the inability of any organization, political or commercial,

to gauge the extent of the President's popularity. We aren't going to indulge in election post mortems, and we bring the point up only because it seems to have a bearing on a universal marketing problem.

- • It is important to know how customers and prospects feel toward us and our products. That knowledge permits forward planning which will give us a jump on competitors, whereas if we wait for actual sales returns we are predicating the future on a past which may be relatively meaningless as a guide.
- • While no one, with the exception of Jim Farley, called the turn exactly, the so-called "scientific" polls were far more accurate than the "mass" polls, and without exception they pointed in the right direction and erred only in being short of the mark.
- • Both Gallup and Crossley consistently showed Roosevelt in the lead, and their final predictions gave roughly 55% of the major party vote to Roosevelt. The actual balloting gave him slightly over 61%.
- They seem to have proved—and this is the big point so far as application to marketing is concerned—that a small sample is adequate if the base is right. The Literary Digest received 2,266,566 ballots and these indicated that Landon would receive 370 electoral votes.
- The Gallup poll averaged 30,000 voters per release, while Crossley made 15,000 family interviews per week, averaging two voters to the family. The samples were relatively small as compared with the Digest,

which succeeded in sampling 5% of all voters, but these latter respondents, results prove, were by no means typical of the whole.

- The Crossley method of isolating typical voters may be used, in principle, for finding your typical prospects or customers and their reactions. The chief difference is that the Electoral College plan calls for a division by state lines which is unnecessary in marketing practice. Mr. Crossley broke the country down by congressional districts, and within each district arranged for sampling which would be proportionate as to industry, population groups, income levels, sex and age. Neither Crossley nor Gallup interviewed as many as 1% of the voters and yet the results clearly predicted the direction of the swing to Roosevelt and erred in degree by only 6%.
- So let's chalk down at least a partial victory for scientific research methods. They are new in politics, but in marketing they have been tested for many years and are invaluable to many of our leading corporations, General Motors being a conspicuous example. Their new cars, being shown this week at the New York Automobile Show, represent the application of scientific research both in engineering construction and in styling.
- Paul S. Willis, president of the Associated Grocery Manufacturers of America, whose 20 points in favor of nationally advertised brands appears elsewhere in this issue, makes the point that, entering the depression, prices of commodities and raw materials declined rapidly; that in a declining market the price of private brands moves downward faster than manufacturers' brands, whereas in an advancing market the opposite prevails. Accordingly, he argues, as we entered the depression years, the spreads between manufacturers' and private brands widened and manufacturers found it difficult to keep pace. Today, however, those spreads have narrowed, purchasing power has improved and the consumers' interest has again turned toward better quality.

The current Brookmire Income Map shows an estimated increase of 20% in national income during the coming half year as compared with the same period a year ago. Two months ago the figure was 16%. In those sixty days the black area of good territory has broadened out to include all of the states in the Far West and practically all of Texas (two months ago there was a sprinkling of "fair" territory). The black area in the same period has stretched up into the Northwest and into the deep South. According to the Brookmire estimates, the following states with percentage increases exceeding the national average should be highly resultful for intensive cultivation: Washington 30, Oregon 25, Nevada 30, Idaho 27, Utah 21, Arizona 23, Colorado 28, Texas 21, Illinois 24, Wisconsin 23, Indiana 26, Ohio 25, Kentucky 23, Alabama 26, Florida 21, West Virginia 26, Delaware 23, Pennsylvania 22



Production Above Normal

The November bulletin of the Federal Reserve System places the index of industrial production for the third quarter at an average of

108% of the 1923-1925 level, compared with an average of 98% in the first half of the year, 90% in 1935. 64% in 1932 and 119% in 1929.

ment may be on the point of increasing faster than the output of goods. "It appears that at present the amount of part-time employment has been reduced and that further growth in output will result in a larger increase in the number of employed. The fact that expansion is now proceeding in industries where unemployment has been greatest also contributes to this end." The following table from the bulletin shows what has happened to both employment and payrolls since 1933:

Jobs and Payrolls in Six Groups of Industries, Jan.-Sept., 1936 % Change from Corresponding Period in:

	1 671	od III.	
19	935	19	33
Jobs	Pay- rolls	Jobs	Pay- rolls
+ 6	+14	+30	+ 69
-11	+23	+54	+116
1	+ 5	+14	+ 38
3	+15	+20	+ 64
+ 7	+13	+10	+ 32
+ 3	+ 6	+ 6	+ 17
+ 3	+ 6	+15	+ 23
	Jobs + 6 -11 - 3 + 7 - 3	Pay- Jobs rolls + 6 +14 +11 +23 - 1 + 5 - 3 +15 + 7 +13 + 3 + 6	Pay- Jobs rolls Jobs + 6 +14 +30 +11 +23 +54 + 1 + 5 +14 - 3 +15 +20 + 7 +13 +10 + 3 + 6 + 6

- The average American is 9 cents on the dollar better off than in the same month a year ago, despite the rise in most living costs, according to a study made by the Investors Syndicate of Minneapolis of how much people get and how much they spend. In actual cash Mr. and Mrs. John Citizen have \$1.12 for every \$1 in their pocketbooks last Fall. The cash outgo of the average citizen was higher by 3 cents on the dollar.
- • The deposits this year in Christmas clubs of mutual savings banks reached a new all-time peak. All of this money becomes available in the next few weeks and a major part will find its way into Christmas buying.
- Most of the mergers in the pre-depression era were of a financial nature. Now we may be starting on an era of mergers for the sake of management. The Nash-Kelvinator proposed merger was occasioned by the fact that the 72-year-old chairman of Nash Motors wanted a younger executive to take active charge of the Nash drive to regain its former position as a large earner in the automotive field. He wanted George W. Mason, the 45-year-old head of Kelvinator—and the merger resulted from that desire.
- • We hope, now that election is over, that business organizations will not drop their institutional advertising. They have had ample warning in recent years that they must justify their existence to the public if they wish their popularity—perhaps even their existence—to continue. They should keep it up instead of waiting until the eve of the next election. With a period of compara-

tive calm and prosperity which seems to lie just ahead their efforts along these lines should bring results.

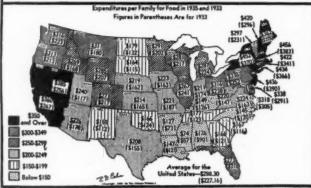
Widespread Retail Gains

The early days of November brought widespread business gains throughout the country, according to Department of Commerce reports from 37 key cities. Here are some of the ex-

traordinary percentage increases in retail trade by cities: Dallas 51, St. Louis 31, Boston 30, Houston 30, Philadelphia 25, Detroit 25, Pittsburgh 23, New Orleans 20, New York 17, Atlanta 15.

- • Here's an interesting statement by the Department of Commerce: "October postal receipts reached the 1929 figures in most cities."
- News flashes that mean more purchasing power: Steel production at 73% and an \$80,000,000 pay rise to workers; new record levels for electrical power output; consumption of gasoline and oil is mounting steadily and the statistical position of the industry is said to be the best in many years; sales of radios are at record levels.
- • Theaters are enjoying their best year since the depression; the election results are expected to spur declarations of extra and increased dividends, since a number of large corporations had held off action on an outside chance of a Republican victory, and thus the repeal of the tax on undistributed profits.
- Studebaker reported the sale of 12,152 passenger cars and trucks in October—the best October sales in 12 years and exceeding every one of the 90 months since March, 1929; Bethlehem Steel Corp. orders on hand have reached a new peace-time high; orders for business machines placed at the National Business Show in New York a fortnight ago were the best in the history of these shows which were inaugurated 33 years ago.
- Luxury goods are making sharp gains, with sales of private yachts, champagne and jewelry running 60 to 100% ahead of last year; The dollar value of yachts built so far this year is more than double the 1935 total.

Average Amount Spent at Food Stores by the Families of Each State



This map from the Chicago *Tribune* was constructed from figures revealed in the 1935 Survey of Retail Business. Massachusetts continues to spend, on a per capita basis, the largest amount at food stores, with New York closely on her heels. The southern states are more nearly self-sufficient in food supply than other sections.



A Fortnight's Faces in the Sales World

Machine Gun in Action: Floyd Gibbons rattles off a description of some of the wars, revolutions, and general ruckusing which he has seen in his globe girdling career, for the Nash Motors period on Columbia Broadcasting's network. The "Nash Speedshow" also features Vincent Lopez and his orchestra. J. Walter Thompson is the agency.





Leonard Lieutenants: Walter Jeffrey, left, becomes ad and sales promotion mgr. of the Leonard Refrigerator Co., Detroit. He was with Kelvinator Corp. for the past six years, serving during the last two of them as domestic ad mgr. He succeeds P. D. Sowell, resigned. On right is E. R. Berkeley, who has just been appointed mgr. of the Leonard merchandising division.



Cheerful: This trio ate with a hearty appetite at a Chevrolet Motors banquet, for announcement had just been made of Chevvie's all-time sales record during 1936. From left to right they are: M. E. Coyle, president and gen. mgr.; Alfred P. Sloan, Jr., president of General Motors; and W. E. Holler, v.-p. and gen. s.m. of Chevrolet. At the National Sales Convention festal board a goal of 1,200,000 units was proclaimed for next year.

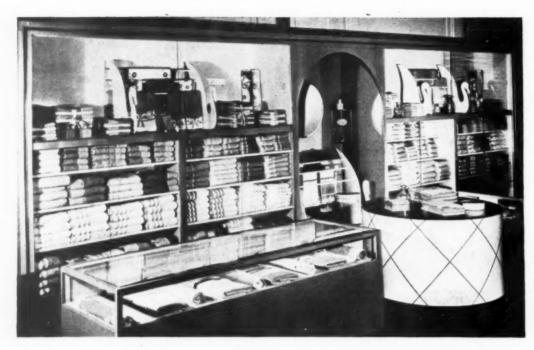


Researcher: J. C. Willing, above, resigns as v.-p. and gen. mgr. of Cities Service Oil Co., Cleveland, after 15 years' association, to become manager of market research for Seagram-Distilling Corp., New York. He is the third prominent oilman to switch to a Seagram executive post in recent weeks. A graduate of St. Louis University in 1914, Mr. Willing served during the War on General Leonard Wood's staff.

Perfect Fool: Ed Wynn, right, hesitates a moment before signing with Axton-Fisher Tobacco to render jokes in falsetto for Spud cigarettes. He signed all right, and is now occupying a place on the NBC Bluenetwork, urging listeners to light the original mentholated smoke. His 1 ast radio program was for Plymouth automobiles. See page 806 for further details.



NOVEMBER 15, 1936



BY JOHN ALLEN MURPHY

Cannon Mills was not the only manufacturer to clap hands when B. Altman created this little shop especially to feature Cannon towels. Makers of bath soap and salts, mirrors, towel racks and other bathroom furnishings gained a profitable new outlet, too.

What Can We Do If Competition Has Gobbled Up the Good Outlets?

F the full truth were known as to why the Atwater Kent Manufacturing Co. retired from the radio business, it probably would be found that the company's inability to get retail distributors for its electric refrigerator was the principal reason.

It will be recalled that this pioneer radio producer decided a couple of years ago to add an electric refrigerator to its line. Radio business had been falling off seriously. It was figured that a refrigerator with lastminute features would restore the company's sales to former heights, and take the burden of the entire overhead off one line and distribute it over two. Accordingly a refrigerator was designed

The plan was to distribute through Kent radio dealers. But, alas! when these agencies were approached, it was discovered that most of them were already tied up with other refrigerators. Other desirable outlets for the new Kent product were already handling competing refrigerators. Hence, the task of building a distributing setup for the Kent electrical ice box seemed so difficult that the whole project was abandoned.

This is a problem that manufacturers of a new article often encounter. Many fields are so competitive that a company adding to the number of products in these lines is generally at a loss to find dealers. This is another

When a product in a highly competitive field is handicapped by insufficient distribution, the problem isn't necessarily hopeless. Many manufacturers have met this situation by resourceful plans through which special "departments" and "little shops" have been established in retail stores.

job that is being placed on market research's broad shoulders. In the last couple of years a number of studies have been made to find out where new products can be retailed to the best advantage.

This is by no means a new problem. The collar manufacturers had it years ago. In those days there were relatively more manufacturers in this line than there are today. There were not enough retail distributors to go around. So to get exclusive representation in a desirable location, manufacturers would often succeed in taking a competitor's stock off the retailer's hands and replacing it with their brand

We had the problem in the fur manufacturing business, where I gained some experience in my callow years. In many communities the best outlets were tied up with some other line. To get a dealer in such places, we signed up millinery shops, stationery stores,

dry cleaners, drug stores, beauty parlors and even a blacksmith in one case.

The paint industry has long been a victim of this problem. There are a large number of complete-line paint manufacturers. It is the custom to sell paint through exclusive dealers. As a rule a dealer carries only one complete line. Thus, there were not enough available outlets in most towns. Under necessity, manufacturers opened up representation in lumber yards, grain elevators, farmers' supply stores, etc. Fifty or more years ago, nearly all paint was retailed in drug stores. Today, few druggists bother with it. In the meantime the hardware store has become one of the principal out-lets for paint, the others being regular paint stores, building supply dealers, and house furnishing stores. Even though the types of stores handling paints have increased greatly, all manufacturers are not able to find suitable outlets, except in the larger cities.

Today, manufacturers are agreed that only logical dealers are worth having. They are shying away from freakish outlets. Our policy of selling furs through drug stores and blacksmiths would today be regarded as silly. At the present time, most well managed companies feel that if they cannot get retail representatives that are already dealing in similar goods and in a type of store where people are accustomed to purchasing such merchandise, they had better wait until they are able to get the kind of dealers they want.

Neither is it deemed advisable to have too many dealers today. Restricted distribution is the policy of most manufacturers who keep their marketing practices in step with the times. About the easiest way to accomplish this is to confine distribution

to logical dealers.

Authorities in the trade claim that one of the reasons for the amazing success of German cameras in this country is that the largest domestic manufacturer of cameras has been selling through too many stores in some of the larger markets. Price cutting resulted. Regular camera dealers were not able to make any money. They lost their enthusiasm for the line and let promotional effort dwindle. The sale of cameras lagged. The camera fad seemed to be dying out.

Then along came the Leica and other new types of foreign cameras. The sale of these cameras was confined to legitimate photographic stores. The instruments were high grade and sold at prices greatly in excess of what the average camera formerly sold for. The dealers got behind these instruments and pushed their sale aggressively. Of course, foreign cameras have always

been sold to some extent in this country, but the influx of new types came just at a time when the retail trade was open for something that would enable it to make money on photographic goods.

What has happened in the camera business since the introduction of these quality instruments is proof that a soundly merchandised new product, of demonstrable merit can trade up its entire industry. Formerly the biggest dollar volume in camera sales was in instruments selling around \$25. Today, the largest dollar volume is in instruments retailing for more than \$100.

Numerous manufacturers have been finding the department store the answer to the no-suitable-retailer problem. Department stores are opening new departments all the time. Perhaps it will be possible to induce them to start a department featuring your kind of merchandise.

Many of these comparatively new departments in large stores have been extraordinarily successful. Floral departments are an example. Stores, such as Bloomingdale's and Macy's in New York, by showing mass displays, carrying large variety, promoting novelties, and pricing at appealing levels, dispose of more flowers in a day than many an old-fashioned flower store would sell in a month. By doing creative merchandising, department stores are considerably increasing the per capita consumption of flowers. Thus commercial flower growers are benefited by the faster pace with which their blooms move to the consumer.

Thomas Young Nurseries, Inc., the largest orchid growers in the world and probably the only floral concern ever to have an issue put out by a Wall Street investment house, owes its great success to the fact that it tremendously increased the number of its dealers. Formerly orchids were sold by a few exclusive florists at high prices. Shops selling them were rarely accessible to prospective buyers. The Young concern has made it possible to purchase orchids in almost any locality, although still confining its dis-





tribution to the legitimate flower trade. Because of the great increase in volume that has resulted, the price of orchids has been reduced.

Baby goods departments are a flourishing section in many a large store. These departments offer almost everything for the baby—clothing, toys, furniture, toilet goods, accessories, etc. The saleswomen in many of these departments are professional nurses. In others, nurses are available to help puzzled shoppers. Special wholesalers have sprung up, catering to these baby departments.

Many manufacturers have found these sections a means of getting into department stores. For a couple of years baby bath thermometers have been popular sellers. As a result thermometer manufacturers have been able to get distribution in these departments. In this way Best & Co., in New York, has become a thermometer



A growing appreciation of the importance of leisure is resulting in a host of new beach and games and camp shops. To the manufacturer of anything from chairs, cheese and canned heat to tents, targets and tarpon tackle, they are a veritable Comstock Lode.

dealer. It is an exclusive apparel department store, but handles bath thermometers in its baby section.

Incidentally, thermometers furnish us with an example of the value of department stores as an outlet. Once you get into department stores, you may succeed in getting your product handled in several parts of the store. Thermometers are offered in these departments: Cameras and optical goods, hardware, house furnishings, drug, gift wares, baby, and in other departments in a few cases. Of course, all department stores do not sell thermometers in all these places, but most stores that handle the line carry it in at least one or two of the departments mentioned.

Numerous manufacturers have found an outlet for their goods in pet shops. Generally speaking, the pet shops conducted by the larger department stores have done a better merchandising job than the independently owned shop. Most companies catering to this field are in other lines of business, and have added a product for the pet market, just as many food manufacturers have placed a dog food in their line.

For example, the Fleischmann's folks have a yeast for dogs and other animals. Cedar shavings, a waste product of lumber mills, are marketed as beds for dogs. They make fragrant, soft beds. The shavings usually retail at \$9 a bale. One of the most popular

toys for dogs is made of waste from leather plants. It consists of a bunch of several strips of leather with frayed ends, all well riveted together. Iver Johnson make an air cushion pad as a bed for dogs. Whether the company's experience in making bicycles had anything to do with this product, I don't know, but the same principle is used as in making tires.

is used as in making tires.
Several of the manufacturers of cushions for reed and rattan furniture For instance, the make dog beds, Superior Reed & Rattan Furniture Co. recently brought out what they call a Morris chair for dogs. It is really a divan without legs. It is made up of four "kapok" cushions, one on the bottom, two sides and a back. Several knitting mills produce sweaters for dogs. A nice outlet for both woolen and cotton mills is making blankets for dogs. Rubber manufacturers are turning out raincoats, boots and toys for canine pets. And, of course, horse harness factories are now thriving in making collars, harness and leashes for

dogs.

The making of insecticides is a rapidly growing industry. In fact, the industry has grown so fast that manufacturers have been hard put to find retail channels. This is particularly true of household insecticides. While drug and hardware stores have done a fair job in this line, they have not, except in a few instances, raised it to the dignity of a department. Many

department stores, on the other hand, have full-fledged insecticide departments, specializing in the insect of the community, say moths, where all products are given an abundance of display and frequently are promoted by demonstrations. One who is not familiar with this business will be astonished to find all the ingenious products there are for the extermination of insects and what a grand job the department stores are doing in merchandising the line.

Even fertilizer, a severely competitive business, has gained the cooperation of department stores. It is sold in many of them, since it has been put up in convenient-to-handle packages. The success of department stores with electrical appliances has been phenomenal. A manufacturer of a new electrical product is likely to be able to get quicker distribution for it in department stores than anywhere else.

They Dramatize Your Wares

Department stores put over merchandise effectively because they display it well. They give it space all by itself and let it stand out so conspicuously that their customers cannot help being impressed. Whereas hardware stores, drug stores and other smaller stores hide the product in an out-of-the-way corner or display it with other goods, where no one can see it. Nothing is spotlighted. Thus, when clock manufacturers convinced department stores a few years ago that they should be making more money out of clocks, many of the stores responded by giving an entire section to clocks. They placed clock experts in charge and began to conduct the department as though it were a separate clock store. The sales that resulted more than justified the experiment.

These large stores have done a similar job on cedar chests. They are devoting a small department to church seats and, of all things, have got people buying them as gifts. Only such skillful merchandisers as these store executives are would see enough possibilities in bedspreads to warrant giving them a separate department, with beds set up so that customers can see what the spread they are interested in will look like on a bed. And look at what large stores have done with garment hangers. Hangers have been promoted into a major item.

Next time you are near a large department store stroll through and see what they are doing with closet shops, linoleum shops, oilcloth shops, stamp departments, juvenile furniture, bath shops, health foods and numerous other lines that are featured in their

(Continued on page 863)



Circus Stuff: Schwabacher-Frey, Pacific Coast dealers for the Camel fountain pen, put this life-size dromedary display on the sidewalk to astonish and invite the interest of passersby. There is, of course, a natural connection between the "ships of the desert" and the pen, because the Camel pen requires no ink, being filled merely with water. Ink tablets in the barrel mix with the water to form writing fluid. Any water tap is a filling station, advertising copy points out. Mackay-Spaulding Co., New York, is the agency handling Camel's campaign

Radio Manufacturers Clean House; Drop All Bribes to Retail Salesmen

NE day a little more than a year ago a group of prominent manufacturers and financial men were sailing along right happily on the Mizpah, Commander E. F. McDonald's famous steam yacht. Vincent Bendix was steam yacht. Vincent Bendix was there, E. L. Cord, L. B. Manning, president of American Airways, a prominent English capitalist-manufac-turer, and one of Chicago's best known bankers.

They finally got to talking about business problems and, eventually, the ethics employed in the radio industry particularly.

"A crap game," commented the

Commander McDonald felt his hackles rise. He had long known that the ethics in radio selling were very low. But, somehow, to hear a banker of high standing refer to the situation

as a crap game got his gorge up.
"What can I do?" asked Commander McDonald.

"Perhaps," suggested one, "You could tell the public about it.'

McDonald, When Commander president of Zenith Radio Corp., got back to his office, determined to do it, he proceeded to reserve a series of pages in The American Weekly. The pages were never used.

Instead he wrote a series of letters to the leading men in the radio industry and told them what he thought of the situation. He also sent letters to the trade papers in the radio field. He waited. Nothing happened for a time. The radio trade papers were silent. Possibly they feared to offend a number of leading men within the indus-

Then one day SALES MANAGEMENT learned about the matter and "cracked it wide open."* It became news. Commander McDonald's protest to the industry about its sordid sales methods was on many tongues. The Radio Manufacturers Association swung into action. A committee of Fair Trade Practices was formed and Commander McDonald was made chairman.

"It's in your lap," they told him.
's your baby. What are you going "It's your baby. to do with it?"

Three meetings, all in New York, have been held by the committee since

Under the able leadership of Commander E. F. McDonald, Jr., president of Zenith, radio makers have agreed to wipe out a set of evil trade practices which were eating the heart out of one of America's great industries. Sales Management is happy to have "broken" the original story which started this constructive movement.

BYLESTER B. COLBY

Publicity in the right place is the first step toward the correction of many an industrial evil. . . . SM, admiring Commander McDonald's initiative in attempting to start a reform in the radio industry, was glad to air the facts, even if the truth did step on many toes.

Zenith Tries to Enlist Other Makers to Fight Spiffs and Secret Rebates

Radio is not the only industry which has periodic ex of chaos which are traceable to varied forms of commercial bribery; what Zenith and other responsible leaders are doing to remedy the situation should interest executives in all field-

BY LESTER B. COLBY



July 1—the dates, if you want to know them, July 8, October 2 and October These meetings were unique in that they all had 100% attendance of the committee members.

On the committee were: E. T. Cunningham, president, RCA Mfg. Co.; C. E. Wilson, vice-president, General Electric; Powell Crosley, president, Crosley Radio; James Skinner, president, Philadelphia Electric Storage Battery, of which Philco is a subsidiary; Commander McDonald, president, Zenith. Others who attended by invitation are David Sarnoff, RCA; Larry Grubb, president of Philco; R. J. Cordiner, sales manager, GE; Judson Sayre, RCA; E. A. Tracey, Zenith.

As the movement developed, Commander McDonald and E. A. Tracey, vice-president and sales manager, went to Washington several times to get the advice and steering of the Federal Trade Commission as to what would be both acceptable and lawful. They found that that government body approved wholeheartedly any reasonable and legal plan to wipe out and destroy industrial evils.

In this matter a single paragraph which may have vast influence in the radio industry-and perhaps other in-(Continued on page 860)

^{* &}quot;Zenith Tries to Enlist Other Makers to Fight Spiffs and Secret Rebates," by Lester B. Colby, June 15, 1936, issue of SALES MANAGEMENT.

S. C. Johnson Sales Reach All-Time High in Golden Anniversary Drive

Three "specials," well advertised in comics and color rotogravure, business papers, and over the air are the backbone of the campaign. Timeliness is an important factor.



HE maker of Johnson's Wax, S. C. Johnson & Son, Inc., Racine, Wis., is celebrating its fiftieth year. The Johnson company is generally credited with manufacturing more than 50% of all wax products sold in the United States. Indications are that it will break, in 1936, every record set up in its history.

"Since the first of the year we have consistently led all previous years," J. R. Ramsey, general manager, told SM, "and I see no reason why we should not continue that pace straight through."

"We have done it with deals," continued W. N. Connolly, advertising manager. "Three deals this year promoted through radio and newspapers.

. . . No labels. . . . No box tops.

. . . Straight selling. . . ."

The story developed something like

The Johnson company since the first of the year, steadily carrying to the public the fact that this is an anniversary year—the fiftieth—has made three special offers. These are:

- 1. A 25-cent bottle of furniture polish and a 30-cent jar of "Shi-Nup" silver polish, in an attractive colored carton, with each purchase of one pound of Johnson's paste wax, one pint of liquid wax or one pint of "Glo-Coat," the no-rubbing floor polish. This was known as the Spring Offer.
- 2. A 30-cent can of Johnson's auto wax with a pint of Johnson's Auto Cleaner, both packaged in a display carton. This was known as the Summer Offer.
- 3. Free double-sized flannelette polishing cloth with a retail value of 40 cents, free with the purchase of one pint of Johnson's furniture polish, both packaged in an attractive display carton. This is the Fall Offer now being merchandised.

Promotion on the three offers followed this general program:

No. 1. Radio, Fibber McGee and Molly, every Monday at 8 p.m.; Hearst comics, half pages, in color; Metropolitan and Mid-West Rotogravure group and a list of 70 newspapers in the "bigger smaller cities."

No. 2. Radio only.

No. 3. Same program as in the Spring except that in the Spring the NBC Blue network was used and in the Fall the Red. Until November 9, 48 broadcasting stations were employed. On that date ten southeastern stations were added.

In addition to the above, a small group of trade magazines in the automotive, hospital, educational and grocery fields have been used. Magazines of general circulation have been left out of the program entirely.

"This in no way reflects on our faith in magazine advertising," said Mr. Connolly. "We have this year concentrated on radio and newspaper advertising for the simple reason that we had timely, seasonable deals to put over and believed that these mediums were best suited to the task in hand.

*Our concern was to get our message out to millions of persons with the greatest speed possible. We were selling 'today' items. With Spring housecleaning, for example, there is always an enormous demand for furniture polish.

No "Unloading" Involved

"The big advantage to the public was that we were selling wanted items at just the moment they were needed. These deals, I want to point out, were not aimed to unload unseasonable items. They were not offered with the idea of moving stickers.

The point of the whole thing is that we, to celebrate our fiftieth anniversary and to make friends, made special offers which gave our customers something extra for their money.

"The result is that since early in the year we have been running two shifts every day; and by that I mean that our plant in Racine has been going days, nights, Saturdays and Sundays. Production has been and still is at maximum and the output is just as near 100% as we can get it.

Another thing that has set this offer out and made it worth talking about is the fact that the Johnson company has paid the freight on all free goods. That was done so that the retailer couldn't ever say that he got bilked of any share of his profit."

In the rotogravure sections liberal space has been used, usually in full color, picturing vividly the various Johnson packages and the cartons holding the special offers. While the special offer is featured, each advertisement lists the various items in the Johnson line such as Glo-Coat, wax (paste and liquid), furniture polish auto cleaner and polish and auto wax and Shi-Nup, the silver polish and general cleaner.

The campaign has not only brought sales of Johnson wax to an all-time high, but has similarly increased the number of dealer outlets.

Food and Drug Bill to Be Pushed, Perhaps Under Another Sponsor

Other Washington Post-Election news: Constitutional amendment to permit industry codes and other measures which have been killed by Supreme Court. Crop insurance first on the must list of legislation.

Washington, November 9. HE President's re-election solidified many trends, not only legislative, but labor and business as well.

Present prospects point to the for-mation of a new Cabinet post in the Department of Public Welfare to care for social aid to the sick and needy and aged and unemployed, to encompass some permanent form of WPA and PWA work-and in doing so, perhaps eliminating the Army Engineers-to include education, public health, and perhaps resettlement.

Two names creep up as head of the new department: John G. Winant, recently resigned head of the Social Security Board, and the more likely name of Frances Perkins, now Secretary of Labor, who would be succeeded in her present post by the indefatigable Edward F. McGrady.

It is contemplated that the creation of such a new department would find easy going through the Congress for two reasons: It would be good politics, and it could be shown to save

President Will Ask, and Get

Certainly it seems that if the President asks for it, with the overwhelming majority he received at the polls, and the immense Democratic plurality in the Senate and House, he will have no difficulty at all in obtaining it.

It is also possible that at last he may obtain many of the things he has wanted during his first four years.

Only this past Summer he said that he had not discarded the Passamaquoddy idea. That can pass, if the proper pressure is placed.

The St. Lawrence Waterway might well pass. In spite of past objections to the project, and the necessary twothirds Senate majority for ratification of the treaty, it cannot now appear unlikely that the President will get it if he asks for it. And certainly it cannot now appear unlikely that he will ask for it. It has been one of his pet schemes for many years, and it is unlikely that he would forget it now.

But in comparison to the main piece of legislation which is presently looming before the Congress early this session, these proposals fade into nothingness.

It is possible that the President in his message to the Congress may ask for a constitutional amendment which would permit a government-industrial cooperation inclusive of codification for various industries, which would admit railroad pensions, labor relations, and other New Deal acts which have not previously found favor with the Supreme Court, and which would prohibit child labor.

NRA Is Not Dead

Certainly it is probable that such an amendment will be introduced with strong Administration support, even should the President not ask for it in his annual message.

And assuredly it is probable almost to the point of certainty that such an amendment would pass through the various legislatures of the country with the rapidity that the Anti-Prohibition Amendment knew.

It was at first thought advisable, and plans were drawn up, to pad the Supreme Court with the addition of four new members. This, however, was proved by the overwhelming majority on election day to be less expeditious than the amendment approach to getting what is wanted.

The NRA is not dead, the Guffey Coal, the Rail Pensions, and other New Deal proposals are not dead. The amendment to the Constitution will pass, it seems undoubtedly, and pass quickly, and these measures will again be on the statute books.

Such an amendment, if approved before the court decision in the Wagner Labor Act case, would admit that

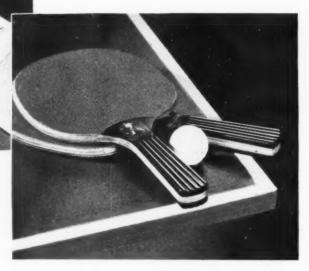
And the early prospect of such an amendment would permit the passage of acts which would come under it, for the Supreme Court would not have

(Continued on page 850)

DESIGNING TO SELL



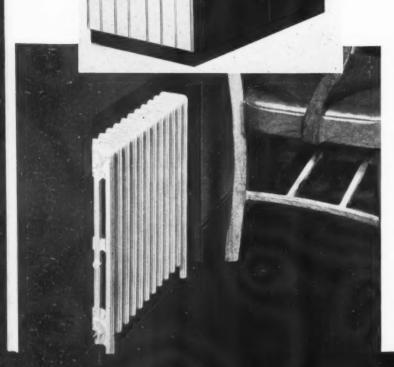
comes in a re-usable box; and with it also comes a book by Bobby Jones on "Rights and Wrongs of Golf." The latter is plentifully illustrated.



Paddle: Airflow (Above) With apologies to Chrysler, Orange Mfg. Corp., Newark, might so call its table tennis paddle (the game used to be called ping pong before it became fashionable and scientific). Fluted grooves in the paddle's Bakelite molded handle permit a flow of air through the palm of the hand, thus reducing perspiration to a minimum, and enabling a player to keep a firm grip. A wide range of colors is offered.



Show Case: Pepperell Mfg. Co. places two Lady Pepperell sheets in this extremely strong box. A smaller, otherwise identical, size holds a pair of pillow cases. A Protectoid window on the front displays the merchandise, while it keeps dust and dirty fingers from soiling it. Complete selling points are listed on the back. Blue and gold colors set off the Lady Pepperell four-color label. Because it will stand up under hard wear, and also be-cause of its fine display value, the new package has been well greeted by the trade.



Modern Heating: National Radiator Corp., Johnstown, Pa., realizing that in many homes nowadays the basement is a playroom, found it necessary to re-design its oil boiler to harmonize with dressed-up basements. Accordingly Lurelle Guild was commissioned to design an attractive jacket for boiler and control instruments. His work is seen above at left. Front, top, and back of the jacket are finished in red enamel, while the sides are black. Aluminum vertical beading was added to the front purely as decoration. Name and instrument panels are in stainless steel.

Designer Guild next re-fashioned National's radiator. His cre-

ation is sufficiently narrow so that it can be recessed in a wall. ation is sufficiently narrow so that it can be recessed in a wall. Therefore, it is especially adapted for modernized houses, where it is difficult to install concealed radiators. While similar in some respects to former radiators, the use of vertical lines and setback planes gives it a smart modernity. The fect, unlike those of previous radiators, are perfectly straight instead of curved.

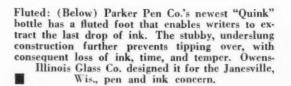
Trade reaction to both heating devices was most gratifying. Production facilities "much greater than we had anticipated," were required, says George B. Varner, of National.



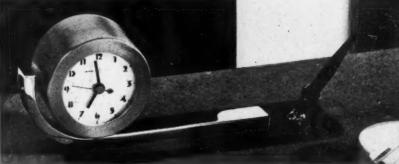
Double Duty: Lady Lillian cosmetics of Northwestern Laboratories, Inc., greet the holiday season in fresh Bakelite molded packages. Base of the manicure set container pictured above is black, and tops are red or green. After the products are used, the box serves as a beautiful odds-and-ends holder on the dressing table. Applicator closures and screw closures on the bottles are also made of jet black Bakelite molded.

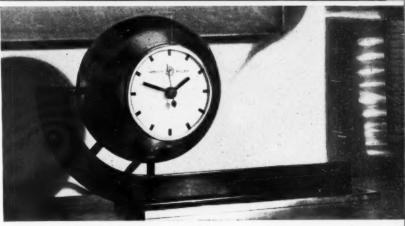
Time and Air: (Above, top) Gilbert Rohde designed this trio of timepieces for Hermon Miller Clock Co., Zeeland, Mich., and right handsomely have they been received. The front of the combination clock, thermometer, and humidity guide is of brushed chrome finish. The case is of macassor ebony. Suavely accommodating, it will fit into almost any type of interior decorating scheme.

For the Office: Just below is another Rohdedesigned Miller desk clock with accompanying pen and stand. Supporting bar and pen socket are in polished chromium; the base and pen are black Bakelite. It is electrically operated.









Ship's Clock? The third in the series of clocks which Gilbert Rohde created for Miller, pictured above, has more than a suggestion of an old-time ship's steering-wheel about it. Perhaps that's merely imagination, still, if buyers get the same idea sales should sail along. The case, a sphere, is of polished chromium, while the supporting rod is black aluminum. Figures and hands on all three clocks are black.

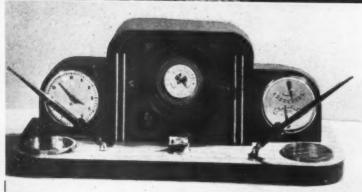




Fizz Monarch: The Soda King syphon, manufactured by Walter Kidde Co., Bloomfield, N. J., has a special Christmas package, produced by Robert Gair Co. A "sleeve," in gay blue, red, and silver, fits over the syphon. Tabs hold it securely inside the carton, no matter how it is turned and tilted while traveling. The syphon may be recharged when the first filling is exhausted.

DESIGNING TO SELL











Real Wood: (Above, left) Parkay floors are genuine hardwood. They come in a variety of woods and may be laid as easily as linoleum. The maker, Wood-Mosaic Co., Louisville, ships them in pasteboard cartons; declares they may be put down in from four to five hours "with neither nails nor noise." First a layer of adhesive is applied over the old floor; then a layer of felt for greater quietness and a slight resiliency; then another layer of adhesive; finally the Parkay itself. On the office floor at left is an example of Parkay hardwood blocks of standard 5/16 inch thickness, held securely together in a semi pliable grille. Light and dark oak and walnut, and East Indian teakwood are available at prices "little, if any, more than for most good-quality broadloom carpets." Armin Elmendorf, of Winetka, Ill., invented the Parkay process. He claims that such floors will last a lifetime with only the waxing and dusting care given to regular hardwood floors.

Pullmatch: When
the paper Pullmatch is yanked from
the holder, it is lit.
American Pullmatch
Corp., New York, is
primarily a match
manufacturer. But to
introduce its new
product it decided to
merchandise a combination match dispenser and ashtray.
These, sold through
higer-priced stores,
secured sales and inquiries from other
manufacturers who
desired to use Pullmatches for their own
products. Above is a
chromium dispenser
and ashtray for hotels
and restaurants.

Place for Everything: D. H. Glass, Inc., Detroit, believes that its latest desk set will be particularly popular as a prize for sales contest quota busters. The cabinet is of inlaid walnut, and is equipped with a radio, electric clock, airguide, two ashtrays, Evans automatic lighter, and a Parker pen and pencil set. Yet, despite this allinclusiveness, it is small enough to fit on a desk with ease, not to say credit for its good looks.

Plastic Throughout: (Below, left) All furniture and furnishings in the Bakelite Corp.'s Manhattan office are of plastic. The top and sides of the desk are in brown Formica (Bakelite laminated). Kick plates are of the same material in black. Bright black drawer pulls are another kind of Bakelite. The walnut trim is finished with a clear varnish based on Bakelite resin. Chairs are upholstered in Revolite, a waterproof fabric treated with a flexible Bakelite resinoid. Thermos jug, tray, index, calendar, telephone, pen stand, etc., are of molded Bakelite. Furniture is by Huller & Co.; designers, Hegeman Studios, Inc.—both of New York.

Spicy: (Right) Candy Crafters, Inc., Landsdowne, Pa., have sold their cinnamon imperials to bakers in bulk for years. Now they offer them to the public in transparent bags on a three-step display stand by Robert Gair Co. Cinnamon imperials impart a piquant taste to baked fruits and hams. The display, Candy Crafters believe, will likewise spice sales.





National Dairy has an ad with the heading: "How curious should a milkman be?" What a lot of us would like to know is: "How long should a milkman stay?"

If you think punctuation doesn't matter, try shifting the comma in that news head: "Alice Marble, Champion."

Speaking of the news, Maureen Murdoch wants to know if those childless women who are making a pilgrimage to Callendar as a sort of fertility-rite are "seeking quinspiration."

The same correspondent offers a slogan for a grocers' convention:

""When Food Fellows Get Together."

* * * Biography: He was the Epsom salt of the earth.

Thoughts en route on the Pennsy's "Red Arrow": The pungent aroma of an "old-fashioned," made with Old Overholt, and mixed by a Filipino . . . the chatter of china in the dining-car . . . the excellent food, served promptly and hot . . . the depressing females usually found on overnight trains . . the conductor and his endless bookkeeping . . . the porter making beds with skilled hands and a resigned mien . . . the warm, rubbery smell of hose-connections . . . the gymnastics of dressing in a green-curtained cell . . . the fending of fat fannies as you enter the washroom scrimmage . . . the tantalizing memory of that stall-shower at home . . . the clean, peppermint tang of tooth-paste. the jumble of bags in the vestibule . . . the tip that ends the trip.

* * *
Looking back, I could do with twelve Octobers.

When bath or toilet soap washes away to a sliver, what do you do with it? Do you weld it to a new cake, save it for the washing-machine, or throw it away? Why couldn't some one invent an electric converter for the home, to melt down the little pieces, cut them into new cakes?

Russ Peterson kicks in with a few assists: Washington's men at Valley Forge sang: "Shiver Treads Among the Cold." And "A Comptometer Gives You an ADDvantage." And "Use Bran Flakes and Be a Regular Fellow." And "Zephyr Drive a Lincoln?"

The firm name is "United Motors Service," but the trade-mark sign reads: "United Service Motors." Just a bad habit of sign-painters.

Serious slogan for ENO: "The gentle-but-determined laxative."

For Kaywoodie's new updraft principle: "The hole-in-one pipe."

In the recent campaign, the word "bureaucracy" was a great favorite with both sides, but apparently nobody took the trouble to learn how to pronounce it.

There was also much talk about "checks and balances" . . . the thing that drives the little woman nuts when her bank statement comes in.

And finally, there were many references to the Bill of Rights. As a tax-payer and bag-holder, I was more interested in the Bill of Wrongs.

On the billboards in Detroit recently, I saw some Ford copy using my "Drive a Bargain!" gag, mentioned in this column some time ago.

Philadelphia has a dentist named Dr. Payne, and Chicago has a funeral director named Hursen. Thought you might want to know.

In a test of four advertisements having identical main text, the one with the biggest illustration pulled best. The artist is happy, for it shows the importance of pictures. The copy-writer is happy, for he can make the art department do most of his work. The advertiser is happy, for he knows what people like in an advertisement. I'm happy, for it gives me a paragraph on a busy day.

A large Neon sign on a dealer's showroom in my neighborhood reads: "Dodge Plymouth." It would be stranger still if it read: "Look at all three—Dodge Plymouth."

The RCA Victor radio has a magic brain, a magic eye, and a magic voice. In case General Electric wants to say anything more about the House of Magic.

I like that Lord & Taylor headline: "Velvet is a witch."

Helen Ennis sends along a clipping

from the San Francisco Call-Bulletin: "A 'Suppressed Desire Dance' will be held Wednesday evening, October 14, by members of San Francisco Girls' Junior Auxiliary No. 2 of B'Nai B'rith in the B'Nai B'rith building." This is a fine time to tell a fellow, Helen!

Name for a Japanese vessel, inspired by an old parlor game: "Skiptu Maru."

Skies of lead remind us
Rain will fly before the wind,
And trees will make obeisance
With their arboreal kind,
As Winter's dreary vanguard,
Like some despot on parade,
Trumpets down the lanes and highways
On prophetic, dismal raid.

Current news recalls the old definition of a morganatic marriage: "Chicken à la King."

In farm papers, Dr. Hess is running an illustrated series of advertisements on "Famous Udders." I don't suppose the idea will ever reach the class magazines.

Grave scene: A ghost writer sitting under a spirit lamp in a familiar haunt, reading his phantom mail!

The Scripps-Howard chain of newspapers may not remember it, but it was your conductor who suggested the light-house trade-mark which now appears at the masthead of every newspaper in the group, which adorns every piece of Scripps-Howard advertising.

Lew Conarroe wants to know if it hurts a young acrobat to stunt his growth. I tumble.

"It's teeming with thrilling innovations . . . this exciting 1937 Stude-baker." Whee!

I think I see what you mean, Egbert—the possible connection between a Horse's Neck and unbridled passion.

One thing Repeal gave us that we didn't bargain on was the Amateur Bartender. He means to be hospitable, even generous. But the things he confects in the kitchen with grapefruit juice or orange juice and gin are pretty depressing. But you compliment him, hypocrite that you are, and even ask for the recipe. The Amateur Bartender is a social meanace, and Heublein's (ready-mixed drinks) should deal with him firmly.

T. HARRY THOMPSON.

NOVEMBER 15, 1936

Kuppenheimer Tackles Seedy Males with "Dress and Succeed "Appeal

You'll See These Styles in the Smartest Circles

The HANDSOME FLAIR of the newest raglan coats is a delight to the eye. Very flattering.





The TAPERED SLEEVE, wide at the top, rather narrow at the bottom, lends alert, smart lines.

BOLD PLAIDS are in high style everywhere. The trend is to strongly patterned, colorful overcoats.



This is the type of suppressed illustrations used with Kuppen-heimer's semi-institu-t i o n a l advertising program employing editorial format which is creating much com-ment in 20 mid-western cities.

Apples in the knees and a shine on the seat are definitely out, says the House of Kuppenheimer in an all-newspaper drive in 20 cities. Copy is cleverly localized.

N 20 cities, count 'em, B. Kuppenheimer & Co., the House of Kuppenheimer, using editorial format, is telling men to dress up-if they're going to get in on the current wave of prosperity and win their share of business, the good things of life, and gallop gaily ahead. Clothing ads are being run, usually seven columns by 17 inches, almost without illustra-

It is a "sell yourself" campaign.

Semi-institutional, the 14 successive advertisements are a direct drive to lick that hang-over from the well known depression—now gone—which keeps whispering "I can't afford it!" The theory is that father has been

denying himself too long, to give the Mrs., daughter Gertie, Jack and little Adeline all the breaks in the dress-up business. The ads are pounding in message after message to Pop that he's just being a plain sucker to continue to sing the dirge "I can do without it."

He's being told to stiffen up his backbone and tell himself, "Sure, now I can wear better clothes." The advertising was started—it's exclusively a newspaper campaign-in Detroit, Indianapolis, Cincinnati, Salt Lake City, Charleston, W. Va., and 15 other middle-sized cities on October 1, and will go on steadily until Thanksgiving. Clothing sales to men are up and jumping in all these spots, M. M. Lebensberger, advertising manager, tells SM; and that, he says, is the proof of the pudding.

To show how the copy reads-and it is addressed straight to the men of each city-we quote directly from a Detroit advertisement headed:

YOU AGAINST THE WORLD!

"There's nothing mysterious about Detroit's leadership; it comes from ideals, the spirit and downright competence of our people. The world applauds our resource-

"Still, you as an individual are up against heavy odds—up against the world, in fact —in your efforts to live comfortably and to prosper. Every-day rivalry for important jobs and big orders becomes keener. To get them a man must look successful.

"Turn to the want ads and you'll probably see proof of the business value of dressing correctly. You'll find that for many positions good appearance is demanded. Employers know that the better dressed man has a clear edge in his contacts—that he feels more self-assured and works better.

"Ask yourself, 'Why shouldn't I enjoy these benefits of wearing correct, distinctive clothes?' Now at Hudson's you can afford Kuppenheimer handcrafted suits and coats. Their sturdy fabrics are alive with colorful beauty—their copy-proof styling is correct to a fraction of an inch."

Then follows description of Champion Worsted, Tigertwist, and Embassy fabrics with the tag line, "An Investment in Good Appearance."

A second advertisement—and all are typical, a theme running from one to the other-urges:

"SELL YOURSELF.
"The beckening singer of Opportunity leads every man to put his best foot forward and to seek his place in the sun. Detroiters, particularly, pass up no chance to get ahead.

Sell yourself! To succeed-to win security and leisure that all men seek, you must make others want your product or service. First you have to sell yourself. On the opinion of others depends whether you go ahead or are left behind. In this battle for respect and admiration a man often stands or falls on his appearance. "Sell yourself! To get that ich to min

"Sell yourself! To get that job, to win that customer—whatever you do—you need quality clothes that stamp you a man of good taste, keen judgment, high standards. You must believe that appearance counts or

be counted out.
"Sell yourself! To do it, visit Hudson's "Sell yourself! To do it, visit Hudson's and choose a Kuppenheimer suit and overcoat, famous for 60 years. When you try on these styles and see a new, alert, prosperous reflection of yourself, you'll sell yourself on owning them and, as long as you wear them, you will be selling yourself to other people."

With slight changes the copy is "localized" to fit each individual city; a word or two to grasp the "atmosphere." Space is bought, as a rule, on a cooperative basis. The small illustrations are mostly line drawings in circles. Every effort is made to put the punch in type rather than picture—thus ignoring the ancient Chinese

saw that "one picture is worth a thou-sand words." Or was it a million? Kuppenheimer has chosen this theme appeal at a time when "the House" believes men are thinking of going forward, and are going forward. Men are noticing, says Kuppenheimer, that the streets are filled with motion and energy and the air is filled with sounds of activity, and there's a feeling that all's well with the world and now's the time to get busy and go

As evidence that the spell is working, a case in point is cited. A man who admitted that he hadn't bought a suit of clothes in "some years" came in and "laid the dollars on the line" for two complete outfits. As he counted out the bills he remarked:

'Those ads you're running made me feel like a Model T."

And then:

"I'm going streamline from now."

SALES MANAGEMENT

Twelve Questions for Salesmen

 $\begin{array}{c} BY \\ BRUCE & CROWELL \end{array}$

F a salesman is slipping, one of two things is true: He isn't working, or he isn't working right"

ing right."

I do not know who first coined this simple statement, but every salesman ought to paste it in his hat. You, as a salesman, know whether you're working. If you're not, you know what to do about it. If, on the other hand, you're working but not getting a proper result—not making a proper degree of progress—ask yourself these questions once a week. If you can't answer every one of them in the affirmative, you've made substantial progress toward discovery of what's wrong with your technique.

- 1. Am I so completely sold on my own company and my own products that I sell with enthusiasm and ringing conviction? (The first and usually the foremost characteristic of the star salesman.)
- 2. Have I analyzed last week's lost sales to discover what was wrong with my presentations? (Why make the same mistakes over and over?)
- 3. Have I planned my work for the day and week ahead? (Every lost hour is lost potential income.)
- 4. Have I planned to make sales instead of just calls? (Whether you sell anything or not, every call you make should in some degree advance your progress toward a sale at some future time.)
- 5. Am I following some systematic plan on a year-around basis to train myself to be a better salesman? (Your future hangs on what you do today.)
- 6. Am I watching and studying the technique of salesmen who are better than I am, so I can adopt and adapt some of their ideas? (Many a

salesman who is now in the five-figure salary class got there by this simple means.)

- 7. Am I, in appearance, and deportment, a good advertisement for my company? (A seedy salesman, careless in manner, is unwelcome.)
- 8. Do I fear buyers' objections, or do I recognize them as an opportunity to do my most skillful selling? (Objections are an evidence of interest or an excuse for not buying, more often than a valid reason for not buying.)
- 9. Is my follow-up relentless, or am I too easily discouraged by one or two turn-downs? (You do most of the work, then your competitor comes along and cashes in because he's there asking for the order after you've crossed the prospect off as hopeless.)
- 10. Am I sportsman-like in dealing with competitive matters? (How often have you heard some buyer say, "His line is all right, but I don't like his methods"?)
- 11. Am I using the sales tools my company makes available? (Why be an amateur all vour life?)
- 12. Am I properly servicing my accounts after they are sold to see that my customers are satisfied, to keep the business I've fought for? (Little courtesies of service safeguard many a big account from the piracy of competitors.)

Have you been honest with yourself in your answers?



Eurng Gallowa

That man in the mirror—is he just drifting along, or is he actively and consciously building for himself a real career in selling?

Brand Specifications Survey among Men Shows that Wives Do the Choosing



MRCA survey for Sales Management indicates that married men take what they can get—Women's influence over their husbands is greater than over sons—Single men are more careful of their appearance.

Photo by Ewing Galloway

"Nothing is more personal than a tooth brush," is an old cliche. But only 23% of the husbands interviewed buy for themselves or bully their wives into purchasing the brand they prefer. And only 37% will fight for their favorite dentifrice.

USBANDS are a supine lot.
They meekly accept the things which wives buy for them.
They specify brands to a degree only slightly exceeding the canary and the goldfish.

Only one in four or five wants and gets a specified brand of tooth brush or mouth wash or toilet soap or laxative. One of every two husbands accepts any beer that happens to be around. Only in shaving creams and razor blades do the husbands assert what might be fancifully called "the male prerogative."

Single men living at home are far more particular about brands. Seven out of ten know what they want—and get it. This is their average on 19 items, including not only masculine articles but household products such as tea and coffee.

Single men have greater vanity. They are a better market for such items as:

Product		Users Married
Talcum	75	48
After Shave Powder	75	53
After Shave Lotion	67	52
Hair Tonic	43	35

These conclusions are drawn from a late-October study made for SALES MANAGEMENT as the thirty-fifth of a series of market studies by the Market Research Corporation of America, under the direction of Percival White and Pauline Arnold.

The survey was made on New York and Pittsburgh streets, and while the total of interviews, 200 in New York and 172 in Pittsburgh, was not great, the sample appears to be large enough. The tabulations indicate that as more votes were recorded the percentages changed only minutely. This is true particularly of the marked difference shown between single men living in homes (mostly sons) and married men.

By age groups the respondents were as follows:

192	were	0		0		0			0		30 and under
93	were	9								0	31 to 40
	were										41 to 50
19	were		0		۰						over 50
-	-										
3	72										

By occupations:

Retired	3
Clerks 4	9
Professional 4	1
Salesmen 6	6
Executives 3	7
Junior executives 1	4
Accountants, statisticians, etc 3	5
Railroad men	8
Chauffeurs	3
Skilled labor 1	9
Civil service	6
Construction bosses	7
Students 6	6
Laborers	2
Designer	1
Engineers	8
No answer	1
Unemployed	6

The occupational analysis indicates that the group was a good cross section of white-collar workers. The study did not penetrate deeply into the class of factory workers or low-income

Included in the group were 77 single men living in bachelor quarters. Their brand specifications are included in the tabulations headed, "What Brands Do You Regularly Buy?" but are excluded from the table "Brand Consciousness Among Men," which measures the differences in specifications between single men living at home, and married men.

The tables below give the leading brand specifications in percentages, among the men who refuse to use any brand available in the home, but insist on a specific brand. "Various" means that informants bought several different brands of the particular item and

Pardon us, Pop, but have you heard?... LONG DISTANCE RATES have been REDUCED! He spoke to them briefly and shook conceded by Boboolioam leaders By J. Millar Watt way fun be THE RATE the POP in LISTENING? he YOU ELEVEN IT WILL COST YOU ELEVEN DOLLARS AND TWENTY-FIVE DOLLARS AND TO TALK TO CENTS TO TALK TO SAN FRANCISCO! dore preven and constit Con-Kansa budapprop fight. and with the the of Save guster disrecitizens." "Naturali; eating wit-Secretary o our discus the bar of given p cuting atterest abined" availa. have b "But tain the saving to sas, with stiweapon th asy to public ow nittee "Very ation existed in erstolonnond "inour possible telepho nothin 9-17 sas P points they were drowned out by workable and he was against it. the vest Teat

"YES, Pop, if you would like to make your 3-minute person-to-person call from New York to San Francisco any week-day now, it will cost you only \$9.75. After 7 P.M., or all day Sunday, you will be charged just \$6.75.

Ennsovait backers.

grode sitting down,

"These new low rates have been in effect since September 1, Pop. They extend to stationto-station conversations too. For example, the 3-minute station-to-station week-day rate between New York and San Francisco is now \$7.50. At night and on Sundays the same call can be made for \$4.50. Just think of it, Pop-you can talk from coast to coast for less than five dollars."

Seven times in the last ten years, reductions in Long Distance rates have brought this important service within the reach of millions more people. Friends in opposite corners of the country now are only a few dollars apart. Intimate voice-visits and family reunions can be more frequent. Business prospects, customers, and field representatives can be reached -personally-more often than ever before.

For pleasure . . . for business . . . find out for yourself the genuine satisfaction and economy of Long Distance Telephone Service.



could not name one that they used regularly.

Dentifrices	
Dr. Lyon's	17
Pepsodent	14
Colgate	11
Squibb	10
Ipana	8
Kolynos	8
Listerine	5
Calox	5
Forhans	4
Peheco	4
Various	5
All other	9
Mouth Washes	
Listerine	35
Pepsodent	15
Lavoris	11
Vince	9
ST 37	7
MI 31	6
Various	9
All others	8
Toilet Soaps	
Lux	25
Palmolive	21
Ivory	18
Lifebuoy	12
Camay	8
Woodbury	6
Various	7
All others	3
Bath Soaps	
Lifebuoy	29
Ivory	23
Lux	17
Palmolive	16
Camay	4
Woodbury	4
Various	-7

Note interesting switches in preferences between toilet and bath soaps. Lifebuoy's percentage is twice as great for use in the bath. Ivory's increases. All others decline.

Sham poos																					
Fitch																					27
Drene																					9
Watkins																					7
Palmolive		-			-	-		-	-	-		-			_						5
Packer																					4
Various .																					28
All others																					20
l'alcums																					
Mennen's		0	0	0		0			0	0			0	0	0				0		41
Colgate		0				0		0		0				0			0	0			8
Williams	0	0	0	0	0	0	0	0			0	0		0	0		0			0	8
Palmolive			0	0		0	0	0	0	0	0	0	0	0	0	0		۰			6
Woodbury																					4
Yardley																					4
Various .																					22
All others																					7
After Sha	w	e		I	9	0	и	DV	d	e	r	s									
Mennen's														0	0	0	0			0	47
Williams																					11
Palmolive																					9
Colgate .																			۰		8
Woodbury																					4
Yardley .																					4
																					10
																					9
Various					-																
Various All other	S.					01	ti	0)7	2.5	ş										
Various All others	s.	e		L	1																28
Various	s.	e	ĮŁ.	L	1	1	Ţ	e	V	a	0										28

Brand Consciousness Among Men

Market Research Corporation of America investigators asked 372 men on New York and Pittsburgh streets whether they used any brand available in their homes—or whether they did the purchasing themselves or insisted on a specific brand. The specific question asked was, "Do you use brands of the following which you find in your home, or do you purchase yourself or insist upon the purchase for you of a specific brand of""

		% Insisting on Specific Brand								
Product	% of Users	Single Men Liv- ing With Family	Married Men	All Men in Families						
Dentifrices	99	78	37	53						
Mouth wash	83	59	23	35						
Toilet soap	100	64	25	40						
Bath soap	100	69	28	43						
Shampoo	56	51	16	28						
Talcum	56	71	20	45						
After shave powder	87	81	51	64						
After shave lotion	58	85	63	73						
Shaving creams or soaps	95	95	91	93						
Razor blades	86	97	91	93						
Hair tonic	40	81	75	78						
Laxatives	69	52	21	28						
Tooth brush	99	84	23	46						
Coffee	89	23	14	17						
Tea	82	20	6	11						
Beer	82	56	50	54						
Whisky	68	73	70	71						
C1										

54 29

30

AVERAGE

Who is the boss? Husband or wife? Do husbands assert themselves or meekly take what is offered them? This contrast between single men and married men would seem to answer those questions.

For every one of the 19 products the specifications of the single men living with their families are more marked than for married men. Single men's brand specifications average 74%, as against only 31% for married men. To put it another way: Only three married men out of ten have sufficient interest, or audacity, to have definite wants and then insist upon having their demands satisfied!

Witch Hazel	6	Bay Rum	7
Bay Rum	5	Westphal	6
Colgate	4	Wildroot	5
Palmolive	3	Eau de Pinaud	4
Various	15	Kreml	4
All others	15	Fitch	3
		Various	10
Shaving Creams or Soaps		All others	13
Mennen's	14	Laxatives	
Palmolive	14		
Williams	12	Ex-Lax	20
Colgate	10	Eno	13
Barbasol	10	Feenamint	11
Ingram's	9	Sal Hepatica	10
Yardley	9	Pluto	5
Mollé	4	Phillips Milk of M	4
Burma Shave	3	Cascarets	3
Various	4	Various	17
All others	11	All others	17
Razor Blades		Tooth Brushes	
Gillette	43	Dr. West	41
Gem	16	Pro-Phy-Lac-Tic	15
Probak	7	Tek	15
Barbasol	7	Rexall	4
Valet	5	Tefra	2
Various	5	Masso Rub	2
All others	17	Various	18
All Oulcis	.,	All others	3
Note: 14% of all respondents di		0.0	
use razor blades, but used straight i	razors,	Coffees	
Rolls, or electric.		Chase & Sanborn	15
		A & P	13
Hair Tonics		Maxwell House	12
Vitalis	29	G. Washington	3
Vaseline	19	(Continued on page 863)	

To the right is the west side of "The Square" in Alva, Oklahoma. This city is in the heart of the wheat belt of Oklahoma and in the eight county section of which Alva is the hub, one implement company placed twelve times the implements in 1936 that it did in 1931.

The J. C. Penney store at Alva has enjoyed in 1936 the best year since 1929.

The Edwards Motor Company, Chevrolet - Oldsmobile dealer in Alva, has had the best year since 1930. July and August this year saw more cars sold than the entire year of 1931.



Chas. Jueschke, Oliver Farm Equipment Company dealer in Tonkawa, Oklahoma, topped off an exceedingly good 1936 with the sale of 50 Dempster wheat drills to the farmers of Kay county.



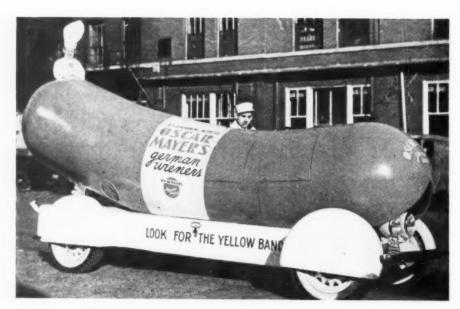
Bill Pugh, Ford dealer of Guthrie, Oklahoma, sold the same number of cars in the first ten months of 1936 that he did in the entire twelve months of 1935.

Oklahoma, North Texas and the Texas Panhandle are surging ahead under a wave of farm buying that can be fully realized only by actual contacts with the merchants of this section themselves.

"Best year in the past five" is a common comparison. "Best year in our entire history" is a frequent comment. Farm implements, food products, dry goods, clothing, automobiles, washing machines and radios all have a prominent place in the sales parade.

Study the reports of the merchants listed here. Check up on your own outlets in this area. Then see that their efforts are backed up by advertising to the more than 225,000 farm families who read The Farmer-Stockman regularly.

OLIVER



"Little Oscar," midget chef, broadcasts from a super-sausage.

Advertising Campaigns

┌ Old and New Products as Promoted in Newspapers, ┐ Magazines, Radio, Dealer Helps and Displays

Spuds and Ed Wynn

Determined that rival Kool shall not have the air completely to itself, Spud cigarettes buys a piece of NBC ether and engages Comedian Ed Wynn to fill that choice Saturday evening spot. November 14 saw the debut of the "Perfect Fool" under Axton-Fisher's auspices.

Forty-two stations of the NBC Blue-network are scheduled. Moreover, the period is recorded and transmitted on 16 other National outlets. Newspaper ads in these 58 cities will urge dial-twisters to tune in. Dealers are furnished posters announcing that Ed is mouth happy with Spud. Young & Rubicam has the account.

Probably it's coincidence, and not copy-catting, that has the two leading makers of mentholated cigarettes each featuring a comedian on the air. Spud's chief rival, Kool, as recounted in SM November 1, employs Dialectician Jack Pearl on a similar NBC Blue hook-up. Both Kool's agency, BBDO, and Spud's Y & R think that mirth and menthol mix well.

Wonder Wiener

The world's largest hot dog (wired for sound) and smallest chef rode through the streets of Janesville, Wis., recently for the greater power and glory of Oscar Mayer & Co., Chicago meat and sausage packers.

In a cockpit in the rear of the car perched "Little Oscar," 19-year old midget, living trademark. Using a hand microphone, he piped forth

words of praise for German wieners. Stopping at Mayer dealers, "Little Oscar" shook hands with clerks and clientele, handed out autographed pic-

Checking the giggles, gurgles and gawps of spectators were Carl Mayer, v.-p., and Howard H. Monk, Rockford, Ill., ad agent. Mr. Mayer was 'delighted and amazed at the showing"; Mr. Monk had not "realized how effective the plan really was until the Janesville test was made." Then they went home to map an itinerary for "Little Oscar" and his monster sausage throughout the Oscar Mayer & Co. Mid-west sales territory.

12-Car Zephyrs

Chicago, Burlington & Quincy Railroad contrived plenty of hoopla when its latest 12-car trains started their run between Chicago and Denver. Aboard the first Diesel-powered Zephyr were 100 members of the Chicago Association of Commerce who were regaled with food, beverages, speeches, and a show that included "Brigham Young, Buffalo Bill, Horace Greeley" other historic worthies.

After the hullabaloo of farewell and welcoming committees had subsided, the Burlington started to tell the paying public about the Zephyrs' advantages. Newspapers in cities along the Burlington tracks will be used, and also in metropolitan centers all the way to Boston and north of the Ohio River. Radio is being employed in Denver; outdoor ads there and in Chicago. Magazine space is in the

"From Wagon Wheel to Stainless Steel" is a phrase that occurs frequently in the copy, prepared by Reincke, Ellis, Younggreen & Finn. Telephone service cocktail lounge, dining car for 40 guests, individual radios, outlets for electric razors and curling irons, air conditioning are some of the luxuries on these "Super-Zephyrs."

On its first run, the successor of the original Zephyr rocketed 1,017 miles in 12 hours, 12 minutes. Regular schedules are set at 15 hours, 50 min-

Solid Fuel

Anthracite Industries, Inc., starts a campaign in 40 northern and eastern cities, and trade papers to hymn the virtues of hard coal. Frank W. Earnest, Jr., president, explains the cooperative association's purpose:

We produce nothing, manufacture nothing, have no distribution or We represent the public's dealers. contact with those . . . producers who sponsored this movement . . . the interest of every manufacturer of equipment for use with anthracite . . . furnaces, boilers, domestic water heaters, stoves. We are charged with helping the dealers . . . of all interests to improve their local sales.

"Our duty . . . is to tell the real story of anthracite as the most economical, clean, and healthful fuel for home-heating . . . and of modern anthracite equipment which gives any degree of comfort desired."

Theme of the program, which will cost \$800,000 a year for three years, is "The Solid Fuel for Solid Comfort." With anthracite, the ads will state,



Hard coal takes the offensive.



WHY shouldn't she be smartly groomed? Her models are the acknowledged fashion leaders of the world—the film stars of Hollywood. Her hats, gowns, coats, hose, shoes—even her gloves are as nearly like theirs as possible. She buys and buys freely because she must to follow closely the style leadership of the stars she patterns after. She knows, too, what they wear and how they wear it because she is kept fully informed by her favorite magazines—Fawcett Women's Group.

Tell her about your product through

these same magazines. You'll find that she and over two million like her are more easily influenced than readers of the older women's magazines who average 10 years her senior. Averaging only 25.5 years old, Fawcett Women's Group readers are still forming buying habits and brand preferences. Far harder to change them later than to mould them now! And don't forget that 10 years younger means 10 years longer to buy. Why not look further into the possibilities of this great market? Call the nearest Fawcett office today.

FAWCETT WOMEN'S GROUP

MOTION PICTURE • MOVIE CLASSIC • SCREEN BOOK • SCREEN PLAY • HOLLYWOOD TRUE CONFESSIONS • ROMANTIC STORIES • ROMANTIC MOVIE STORIES

1501 Broadway, New York • 360 N. Michigan Ave., Chicago • Simpson-Reilly, 536 S. Hill St., Los Angeles • Simpson-Reilly, 1014 Russ Bldg., San Francisco • Geo. M. Kohn, Walton Bldg., Atlanta, Ga.

REPRESENTATIVE FWG ADVERTISERS

Admiration Hosiery Alviene School of Theatre American Hosiery Mills American School of Music Beech-Nut **Burlington Railroad** Cadet Whitener Camel Cigarettes Catalina Swim Suits Chesterfield Cigarettes Clopay Jiffyseal Clopay Shade Corp. Crosley Radio Crosley Shelvador Dennison Mfg. Co. **Dundeer Shoes** Fashion Frocks, Inc. Federal Schools Fleischmann's Yeast Gantner & Mattern Swim Suits General Electric (Mazda Lamp) Greyhound Lines Hanson Scale Co. Harford Frocks Hump Hair Pin Co. Hygeia Nursing Bottle Co. Industrial Rayon Corp. (Spunlo) International Correspondence Schools Jantzen Swim Suits Kalamazoo Stove Co. Kendall Mills Lane Bryant LaSalle Extension University Lettie Lee (Dresses) Linit Lucky Strikes Lux Flakes Maiden Form Brassiere Co. Midwest Radio Mountain Mist Ouilting National Trailways Bus System Nesco Enamelware Northern Pacific Ry. Northwestern Yeast Olson Rug Co. Parker Pen Company Parker Quink Perfolastic, Inc. Philip Morris Cigarettes Postal Life Insurance Remington Rand, Inc., **Typewriters** Resinol Rhythm Step Shoes Rogers 1881 Silverware Royal Typewriter Company, Inc. Skour-Pak Slumbernest Mattress Smith, L. C., Typewriter Southern Pacific Ry. Stein Company, A., Foundation Garments Univex Cameras

Whiting & Davis Wrigley's Gûm

"you can modernize heating step by step, without a large investment all at once. Fuel economy helps to pay for new equipment as you need it.

A complete field organization developed by Anthracite Industries, Inc., will work with retailers to make sure that they cash-in on anthracite advancements. Hard coal thus seeks to forestall other competing fuels.

The Simpers Co. is the agency.

An Organ in Every Home

The Hammond Organ, Chicago, attempts through double pages in Time and the New Yorker to place "a new miracle of organ music" in American homes, large and small. Newspaper space will be added later, reports the agency, J. Walter Thompson.
"Fits in a four-foot square," copy

explains, "the graceful console occupies no more space than a writing-desk and chair. . . . In the past the installation of an organ has meant per-With manent structural alterations. the Hammond . . . all that is necessary is to connect the cord with any electric outlet." The electric organ is priced at \$1,250, "no more than a fine No future Guild of Former Pipe Organ Pumpers will boast of their labors on a Hammond. originates tones by electrical impulses instead of by air pressure."

The first step consisted of preparing, under direction of Ralph Olmstead, advertising manager of the Johnston Co., and Samuel N. Becker, veteran advertising and publicity man, vice-president of the McJunkin Advertising Co., Chicago, a 28-page sales booklet which includes brief educational and descriptive chapters under such headings as:

A Revolutionary New Product.

"The Vitamin Age.

"Vitamin Buying Public. "Vitamin D, most popular of the Vitamins.

Ordinary Diet Deficient in Vitamin D.

'Special Importance of Vitamin D in Milk.

"Chocolate for Utmost Appetite Appeal.

Chocolate Broadens the Milk Market."

After that comes the story of how to interest the dairy company in taking on the new drink and the story of how Johnston will help the dairy to merchandise it to the ultimate consumer. The merchandising aids include:

A complete assortment of businessgetting advertising which takes in posters to be carried on milk wagons, collars" for milk bottles, folders for house-to-house distribution and direct mail, slip-ins to accompany bills, and advertising layouts suggesting local newspaper insertions.

Johnston Company Starts Drive on Vitamin D Chocolate Powder

HOCOLATE flavored sunshine," in bottles, is now available for the first time. The Robert A. Johnston Co., of Milwaukee, 90 years in the chocolate business, has turned the trick. One of the greatest specialized food sales drives in the history of the nation is now under way and SM is permitted to reveal the story.

The campaign is built around the fact that, within the last year or two, scientists, after long research, have learned how to capture Vitamin D, one of the most precious of the vitamins, direct from the sun's rays, and to translate it in measured quantities

into foods.

Selected dairy companies, of which there are some 9,000 in the United States, are being licensed to manufacture through the use of a specially prepared chocolate powder produced the Johnston company under ited States letter patent. Techni-United States letter patent. cally the facts are described:
"Pro-Vitamin D, naturally present

in chocolate, is converted into Vitamin D through direct activation by the

sun's ultra-violet rays."

The longer story is that down in the Arizona desert, where the sun is hot and continuous, a laboratory has been set up; and here, using special apparatus, mysterious health-giving qualities are somehow extracted from the sun's rays, imprisoned, carried to the Milwaukee plant and dissembled in a chocolate powder. Each quart of the drink made from the powder contains not less than 200 U. S. P. XI units of Sunshine Vitamin D.

(The first intimation of this process was printed in SM last Spring in a story telling of Schlitz Sunshine Vita-

min D beer.)

Oliver P. Petran, manager of the chocolate division of the Johnston company, in an exclusive interview illustrated what goes on in the laboratory production of the "chocolate flavored sunshine Vitamin D drink, as follows:

"When we go out to the beach and expose our bodies to the sunshine it is not only sunshine for its warmth that we seek but the ultra-violet rays of the sun, which are far more beneficial. These ultra-violet rays, penetrating the skin, have an effect on the ergosterol which is immediately under the first layer of skin. What happens is that the ultra-violet rays convert the ergosterol into Vitamin D, which is essential to robust health.

Without the benefit of these ultraviolet rays we would be lacking in the most essential of all the vitamins, due to the fact that so few of our ordinary

foods contain Vitamin D.

'Science tells us that Vitamin D has many virtues, among them being that it is necessary to proper mineral balance, to the building of bone and teeth, the prevention of rickets; it is a help to nerves and muscles, helps build body resistance to disease, aids elimination and prevents sluggish-

Armed with this type of selling talk and stressing the fact that no fish oils or foreign substances of any kind are used in the chocolate powder-just the sunshine direct from the sun-an elaborate sales and merchandising campaign has been worked out.

Early in September the first salesmen were sent out to contact the dairies and write franchises. staff has been increased in number as fast as men could be trained, until now 180 are in the field.

Health Officers Help, Too

Cooperative work with doctors, druggists, schools and boards of health.

Window strips, store display cards and window display cards to be used in retail stores.

Suggestions for prizes and bonuses to go to milk wagon drivers, either as a part of direct compensation or as contest rewards.

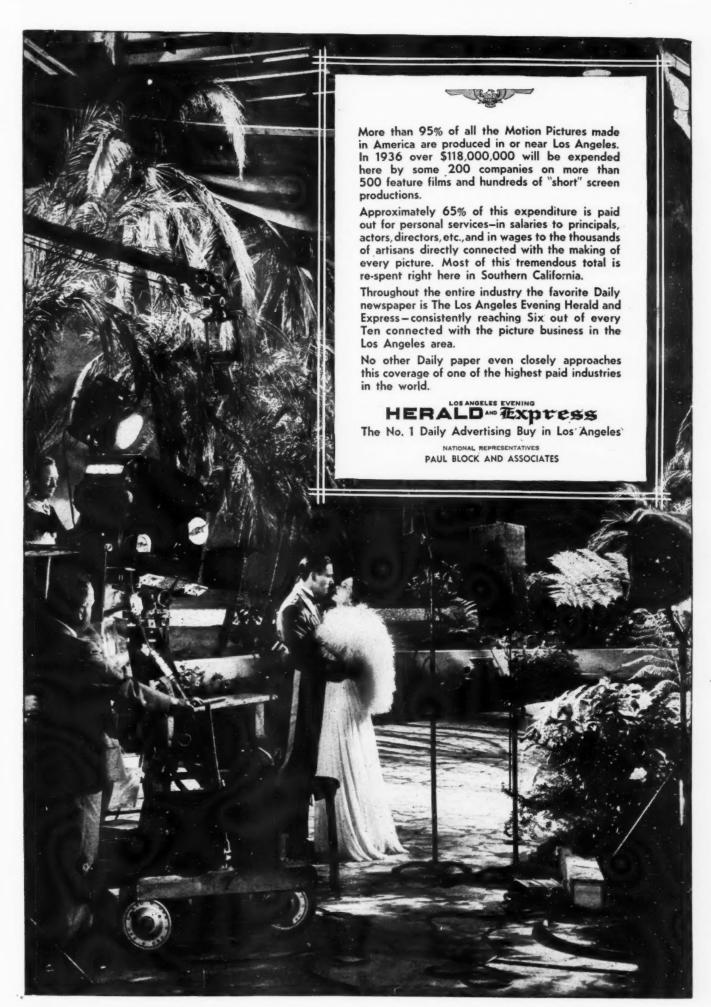
Suggestions for letters to regular milk customers to be signed by "Your Milk Man."

Suggestions for letters to be sent to local doctors, dentists, school authori-

Suggestions for "pep letters" from the dairy to its salesmen and wagon

One of the early mailing pieces is a neatly illustrated and well printed booklet-Q. and A. style-which answers about every question that the organization has been able to imagine so far that the public might ask.

Plans for a national advertising campaign, which will include possibly magazine, newspaper and radio advertising, are predicted, though for the present, it is learned, no announcement will be forthcoming.





Winter spade-work in the "Beat the Summer Slump" can paign: A district meeting at Parsons, Kansas, on January 17, 1936.

Railway Express Turns Summer Slump Into All-Time Summer Sales Record

GENERAL sales department in a transportation unit was unheard of until October 1, when Railway Express Agency, the largest transportation unit in the world, installed such a department. It came into being as a result of one of the most successful sales campaigns in the company's history.

Like almost every other corporation in the country, Railway Express had reached the nadir of its business in 1932. Individual and commercial shipments had fallen sharply, railroad business was at its lowest ebb. Yet at this time L. O. Head, president of Railway Express Agency, announced the inauguration of the More Business Plan, involving the cooperation of every one of the 50,000 employes of the agency.

Let us skip three years, and look in on Lincoln, Nebr., on the evening of June 15, 1936. The temperature has reached 112 degrees during the day and the heat is an almost palpable thing. In this terrific heat, 100 men and women, employes of Railway Express Agency, have gathered in a Lincoln hotel for an important sales meeting. At the same time express sales meetings were in session all over the country. The Agency was in the midst of its "Beat the Summer Slump" campaign, a specific, seasonal application of the More Business Plan which President Head had inaugurated in 1933.

Some of the numerous meetings were local, presided over by the general agent for the city. Others were departmental, including 500 or more employes, gathered from one of the 16 departments into which the agency divides the country. Present at one of these large meetings would be the



L. O. Head, president, Railway Express Agency, Inc.

BY J. V. CLARKE

Analysis of logical sources of business during the "dog days" and a well-planned campaign for reaching them lifted Summer sales to the level of March and April, peak months of the year.

general manager of the department and the three or four superintendents assisting him; while, presiding at the meeting, would be the general agent or agent of the city or town.

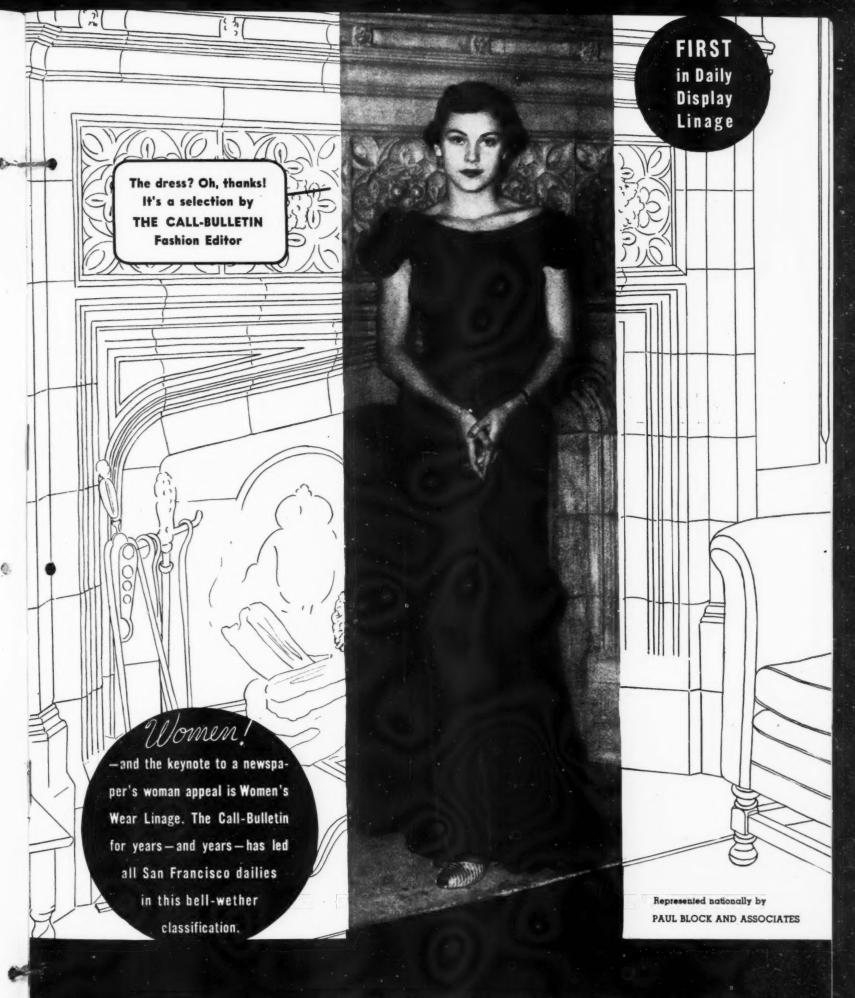
Between large meetings, the general manager of each department and a number of his star traffic men constituted a "Flying Squad" who were always available for attendance at meetings in that department. Since most of the departments cover a number of states, one including the entire Mississippi Valley, you may visualize the tremendous activity of these men who, in addition to their regular duties, covered most important meetings in their vast territories. The several vice-presidents also attended and addressed large meetings.

Perhaps the busiest expressman of all was President Head. In the first year of the More Business Plan he attended and addressed sales groups all over the country, and talked and shook hands with most of the 50,000 employes of the agency. At one meeting, he had a hand-clasp and a greeting for 1,800 employes.

From the first, the More Business Plan caught on. Since its inception there has been a steady growth in rail and air express business, the first six months of this year—to stress recent figures—showing a 75% gain in air express alone, over the first half of 1935, which itself marked a huge increase over the year before. The gain was general, some items showing an increase of over 1,000%.

While the three successful years of the More Business Plan form too big a picture for detailed inclusion here, it is possible to give a satisfactory conception of a most striking development of that plan—the "Beat the Summer Slump" campaign. The plan was never one of those big, rousing "pep" campaigns from which the unhappy participant goes forth, brimming with ignorant and purely spurious enthusiasm which, spent wastefully and unskillfully, leaves him flatter than before.

It was a reasonable plan, specific as



THE CALL-BULLETIN-GREATEST EVENING CIRCULATION IN NORTHERN CALIFORNIA

If it takes money to buy-THE CALL-BULLETIN can sell it-in volume!



The Winnah! Hancock Valves, Bridgeport, Conn., subsidiary of Manning, Maxwell & Moore, Inc., recently conducted a sweepstakes contest for jobbers' salesmen. One ticket was given for each valve sold. Prizes were in cash. Over a hundred jobbers participated; and sales were elevated 66% higher than in any previous month. In the picture Elsa Carrillo, daughter of C. A. Moore, chairman of the M, M & M board, is pulling winning tickets from the box. First award went to C. R. Welch, of George Worthington Co., Cleveland; second to B. A. Post, of R. J. Engel Co., Appleton, Wis.; third to J. W. Donaldson, of Pittsburgh Gage and Supply Co., Pittsburgh.

to the groups and commodities of immediate or potential interest to the agency during each season. All the possible sales information had been gathered and arranged at the central office in New York, printed and passed on to agents and other em-ployes in the 23,000 offices of the agency in the form of monthly More Business pamphlets, a brief monthly brochure on "Selling," and the monthly issues of the Agency's magazine, the Express Messenger.

This printed matter was vivid with enthusiasm, but always this was combined with concrete suggestions as to persons, commodities, methods of approach, definite reasons for the advantages of express service, and suggestions of benefit to the prospective client. To see this more vividly, let us in imagination attend one of the

The general agent has called the meeting of perhaps 300 men and women to order, and has introduced the general manager of the depart-ment, who attends with his "Flying Squad" of star traffic men. The general manager is speaking:

"Ladies and gentlemen: We have been making sales history. Up to this year the Summer slump has been accepted as inevitable in all industries whose services or products were not devoted exclusively to Summer use. Certainly express business, up to now, has always been subject to it. Here are the figures for June, showing the percentage of increase over June, 1935, in the 16 departments of the

"The highest is 24.4%, the lowest 14.8%—making an average of 19% increase in June business. We are at the half-way mark. If we maintain our high record, we shall have beaten the Summer slump for the first time in express history, and one of the few times in the history of all selling not

purely seasonal."

The general agent rises: "Before I outline sales plans for the coming month, I want to acknowledge the splendid work of Agent John Jones, Vehicleman William Smith, etc., who, on their own initiative, added appreciably to local express business, contributing thereby to the fine record of the department and the agency.

There follows a description of just how John Jones and William Smith made their outstanding sales. Sometimes the speaker calls upon them to tell the group how they found their prospects, what they said to them, just what resistance, inertia or competition, they had to overcome. The meeting has suddenly become personalized. The various speakers are speaking for every man and woman present, discussing from their standpoint the very problems which they themselves face every day. Each one sees himself overcoming the same difficulties, achieving the same enviable results as the narrators. The general agent takes the floor again:

We have all heard it said that 'you can't beat the Summer slump.' And, if anyone had been asked why, he would have answered, 'Because people go away, of course.' Yet, on President Head's advice, we aimed at those very people. And a substantial percentage of our business increase has come from these vacationists. They are still going away.

Think of the ministers and teachers, with two to three months of vaca-

tion, who take large quantities of baggage into the country; who lug it through the heat and arrive at their destinations almost smothered under it! Agents can find the ministers in the telephone book and can get the teachers' names from boards of educa-

"Consider the vast army of commercial and industrial employes who go away in Summer. Local agents know the traffic managers or other officials of their corporations. We can find out who they are and when they leave. How simple for all of these people, when they are packed up, to call our nearest office, send their baggage on ahead, and travel with freedom and pleasure. Vacation will begin on their doorsteps! And the campers? In one week this Summer, we handled 15,000 camping outfits in New York City alone!

When these travelers return, the trip home can be made the last pleasant event of vacation, instead of a hot and frantic struggle with trunks and bags. If they ship these by express, they will be at home almost as soon as their owners. If they ship them a day ahead, their baggage will be home when they arrive." The general agent goes on to describe how the merchants and industries which supply these vacationists with necessities and luxuries can be kept in touch with them all through vacation by express service.

Specific Plans for Each Industry

He passes on to the shoe, fur and dress industries, telling how samples may be shipped by air to the department stores and specialty shops, with benefit to manufacturers and dealers. Many other Summer express possibilities are discussed, and when the meeting breaks up, every person present knows just where to look for business, what advantages the service offers, what objections may be advanced, and how these may be overcome.

Almost all of the men who address them have, at some time, occupied every position held by their listeners. President Head himself began as an agent in a small town. These speakers know the express business and the problems of every employe and, more important still, the employes know that they know. This explains an esprit de corps throughout the organization which a disciplined army might Unusual achievements or records by any employe are known, through their house organ, the Express Messenger, to the whole body of 50,000 employes and their families.

The "Beat the Summer Slump Campaign" was successful beyond all expectation. Business for June, July and



THE DIAMOND MARKET pays bigger dividends

ONSUMERS PFD IS REACHING NEW HIGHS
HOURLY - ANNOUNCEMENT HAS JUST BEEN MADE
THAT A SEVEN BILLION DOLLAR MELON IS TO
BE CUT AND SMART ADVERTISERS ARE SEEKING
BIG BLOCKS WITH ORDERS POURING IN FROM
ALL PARTS OF THE COUNTRY....

CLICKED over the ticker machines of the country, such a message would startle the nation. Yet the actual facts about the Diamond Market are no less striking.

Out of America's income triangle has stepped a group of preferred customers...better-than-average buyers...people who have a keen sense of responsibility ... a flair for sound management. They buy freely, yet buying never gets out of hand. They

pay their bills promptly, so their credit is tops.* And, during the next twelve months, they will have seven billion dollars of new money to spend.

The American Magazine, with its broad outlook, its stimulating articles, and true-to-life fiction appeals to these "preferred" consumers. More than 2,100,000 of them eagerly await its arrival each

Here is a market that any advertiser can cultivate with profit. For the Diamond Market . . . America's consumers preferred . . . not only has the money, but the credit, to buy what it wants. It is a big market ... and by its very nature, it is the kind of market that repeats.

*(Retail Credit Bureaus in 31 key cities report that 8 out of every 10 American Magazine subscribers with charge accounts enjoy the highest credit rating. A copy of this study will be sent on request.)

CONCENTRATE ON THE DIAMOND MARKET .. the heavy buyers of Branded Merchandise

The American Magazine audience is like a diamond in shape and value. Extending from top to bottom of the national income triangle, it is wide in the middle where sales are greatest; tapers at the top where there are fewer people; tapers at the bottom where selectivity is all-important because there is a decreasing market for most nationally advertised products. It is a profitable market throughout—a concentrated market of consumers who buy freely and pay promptly.

THE American. Magazine

Largest 25¢ General Magazine in the World · Average Circulation More Than 2,100,000

THE CROWELL PUBLISHING COMPANY, 250 Park Ave., New York. Publishers of: COLLIER'S.. WOMAN'S HOME COMPANION.. THE AMERICAN MAGAZINE.. THE COUNTRY HOME
Cong. 1936. The Crowell Publishing Co.

NOVEMBER 15, 1936

[813]

Big News for Everyone..but





Wales outstanding results have been obtained merely through a carefully planned breeding program, which utilizes only native and well-known grasses.—Country

Flowers may be just flowers to some people, but to growers they are an impor-

tant phase of agricultural science, and

Country Gentleman gives its readers pre-

views of species that give promise of de-

veloping popularity. Above is shown a

new miniature dwarf petunia.-Country

be a fundamental part of your advertising plan

Gentleman, January, 1935.

Gentleman, February, 1936.

The world has been combed for new and better grasses to bring to America, but in



Progress in plant-breeding is gradually changing the crop map. Newly developed wheats may flourish as far South as the Rio Grande.—Country Gentleman, June, 1936.



Is America going Diesel? Farmers want to know. We now have Diesel trucks, trains, tractors, ships, and the industrial Diesel. On many big farms, only Diesel power is used. In February, 1936, Country Gentleman, Neil M. Clark presented a searching analysis—including a cautionary word about any sudden Diesel "boom."

Poa Bulbosa is a winter blue-grass, native to Turkestan. Recently, government experiments have shown its exceptional value to livestock growers of the Pacific Northwest. It supplies good quality fall, winter and spring pasture, a spring seed crop, and hay.—Country Gentleman, November, 1935.



By Ewing Galloway, N. Y.

South of an imaginary line from New York to Denver, the difficulty of bringing potatoes through summer heat often requires either early planting or June planting to throw as much of the life of the plants as possible into Fall.

—Country Gentleman, April, 1935.

IF your product is one that most families can use or enjoy, Country Gentleman should

Country Gentleman obtains all of its circulation solely on the basis of editorial merit. It is never sold in combination, on instalment, with premiums, or for less than full price.

These Farmers*get it First!



Last year's black stem rust epidemic cost American farmers \$100,000,000. For 20 years it has been thought that the barberry bush, because it harbors the rust at certain stages, was exclusively to blame. But segregating the barberry hasn't provided the answer. Now cross-breeding of various wheat varieties has developed one that is highly rust resistant.—Country Gentleman, January, 1936.



By Ewing Galloway, N. Y.

Lespedeza, an Asiatic legume, has been used for pasture, forage and cover crops on 20,000,000 acres since it was brought into prominence by Country Gentleman a few years ago.—Country Gentleman, July, 1936.



Science is concentrating now on developing insecticides of vegetable origin, rather than mineral, largely to benefit the health of the humans who eat the foods on which "bug juice" is used. Fields of pyrethrum like the one illustrated above are cornerstones of a coming new day in insecticide practice.—Country Gentleman, October, 1935.

*WHEN you have an important message for leading farmers everywhere, the best way to get them to read it—and believe it—is to place it in the magazine that appeals most extensively to America's best farm brains.

Farming for profit is big business. Success in it demands imagination, brains and capital.

Today, the good farmer looks beyond his own horizon. At any time, from any corner of the earth, there may come news that affects his fields and fortune. Foresight and reliable information mean extra cash for him, extra comfort for his family.

By serving farmers on this broad basis, Country Gentleman has become America's Foremost Rural Magazine. It is a recognized agricultural authority, and advertising in its columns is read by most of America's good farmers.

COUNTRY GENTLEMAN

AMERICA'S FOREMOST RURAL MAGAZINE

The Primary Medium for Farm and Rural Advertising

THE CURTIS PUBLISHING COMPANY · Philadelphia · Boston · Chicago · Cleveland · Detroit · New York · San Francisco

NOVEMBER 15, 1936

[815]

August was up an average of 15%, a percentage gain greater than in any previous month in 1936. Better business conditions do not account for this, for general business had shown a gain of only 11% in the same

period.

One reason for success was the personalizing of the campaign. It was not a great drive of a multitude of unknown units, as are too many national sales campaigns. An agent in the smallest of the 23,000 offices of the agency knew that any unusual sales success of his would be known to the president himself. It would be reported in the Express Messenger; it probably would be mentioned at sales meetings all over the country. But, while any unusual accomplishment of an employe was sure to be known and recognized, the campaign did not aim at developing the sensational "grand stand player," but attempted rather to give to every employe a sales sense, backed by definite and logical sales arguments. General agents had on hand a large supply of attractive brochures, each dealing with the advantages of rail and air express service, for specific industries and groups. These were entirely practical, worked out in detail by the heads of the organization, who themselves had been expressmen faced with the same problems. They contained many "pavement tested" information and plans.

Then, while the sales methods employed were uniform, initiative was encouraged, and the sales which received the highest recognition and praise were those which involved usually a sharp departure from rou-tine business. When a man thought out a wholly new field for express service, and attacked it successfully; when unusually careful and intelligent inquiry uncovered a large, prospective express shipment, and the employe got it-such feats received the highest recognition. The lowest common denominator of sales effort was thus kept high and, at the same time, sales genius was encouraged as the ideal.

The final result of the "Beat the Summer Slump" campaign was that the average number of shipments for the Summer period was about equal to those of March and April—the best months of the year for express service.

As for the More Business Plan, of which the "Beat the Summer Slump" campaign was a part, so successful has it been, so strong and steady has been the increase in its momentum, that to consolidate and extend its gains, to direct the advance on the many new business fronts which it has uncovered, Railway Express Agency has installed the first general sales department ever founded by a large transportation unit in this country.

Armour & Co.'s Floyd Sherwood discovered that his Cuban hosts preferred their meat tough.

allow a few men in the country \$15 a week. Commissions vary somewhat—usually in the city 1% on sales and 1.5% on collections, and the reverse in the country.

"In Havana the bulk of grocery merchants are Chinese who pronounce our Escudo and Farola as Elculo and Falola. These merchants respond more readily to Spanish salesmen, but we are being forced rapidly to use all Cubans, and must train them as such, keeping in mind all of their characteristics in temperament. It is compulsory, we have found, to use an odd but strong inspirational

method with them.

'To compliment them on a good day or week of selling is to cause them to go completely haywire. If their commission has been \$150 for the week, it automatically becomes \$10 or so the following week as the result of such a compliment. We call it 'floating on air.' The salesman immediately assumes that he's so darn good that he can just laze-around all the next week drinking rum; that the sales will just come to him like flies to syrup. So, to ward off this state of sales lassitude, when we give them verbal bouquets, which are good in their place, we give them hell in the same breath.

"They have a very definite show-off instinct. When I go out on the country territory, for instance, the salesmen get me out of bed at 3 or 4 o'clock in the morning to start off on the day's work in order to show me how ambitious they are, and they keep plugging away till 10 or 11 o'clock

Use Cubans to Sell Cuba—But Hold 'Em With a Tight Rein

Marketing goods to our island neighbor is full of peculiar management problems, say sales executives on that ground.

BY ANN BRADSHAW

UBANS, rated by Esquire as indifferent lovers, are not necessarily indifferent salesmen if the right tactics are used in handling them, according to American executives loaded with the responsibility of selling American merchandise on this "most foreign of all foreign islands" and forced by the Cuban government to use 80 to 90% Cuban salesmen—the other 20% Spanish with all replacements of Spaniards to be Cubans.

"Cuba is an outstanding market for American products since there are 3,500,000 people here, and they all have more confidence in American than Cuban-made products," said F. W. Murray, city and country sales manager, Cuban branch of Armour &

Co. "For instance, we Americans sell 80 to 90% of all the cleansers in Cuba, yet many of our cleansers are sold at considerably higher prices than the native brands. Undoubtedly sales opportunities in Cuba are good but a requisite is an understanding of how to get results out of Cuban salesmen.

"We work these men entirely on commission, except a few of our men in the Provinces and Isle of Pines—they prefer it so since it gives one man a chance to outdo another, and the spirit of rivalry is great. Of our 18 men, some make \$150 a week. Some average \$70 while others often make no more than \$10. As a rule, they furnish their own transportation and all of their sales expense. We

Circulation Goes UP 1 DOWN Goes Milline



300,165 Des Moines Sunday Register circulation now reaches almost half the families in Iowa . . . turns a whole state into a single easily captured "sales city" of two and a half million able buyers.

The Des Fromes Register and Tribune



"Get up something for my talk at the Saturday sales meeting, kitten. Something about what the will to win 'll do."

at night. After that, they wish to keep me talking about their problems until as far after midnight as I can stand the pressure. I'm nearly a wreck from loss of sleep by the time I get home!

"We keep our city salesmen in a continual school, so to speak. After each day's selling, they come back to our school room of desks and blackboards where we write each man's totals of the day on the board, go over the day's selling problems and into discussions of products. This dramatizes each man's day for him, and appeals to him as a way of comparing his results with those of his rivals.

"The whole burden of selling in Cuba lies in training men, since not much merchandise is sold by either newspaper or billboard advertising because it is not the wife who does the buying—of grocery store merchandise, at any rate-but the servants and children-and they are not advertising conscious. When a Cuban man marries, his wife thereafter stays behind grilled gates in seclusion. And notably she does not advise her servants what to buy. Too often, the servant buys the merchandise with which a stick of candy is included for the children who have tagged along.

"Our best advertising medium to

stimulate sales is point of contact displays which our salesmen spend much of their time persuading merchants to We especially emphasize these counter and store window displays during each of our campaigns—and, incidentally, we find campaigns of some two-weeks' duration quite successful, especially in Havana. We let our salesmen prepare the merchants for it weeks in advance, working them up to a height of excitement. We have just concluded a campaign on our Lighthouse cleanser, with a 10-cents a case reduction during the two-weeks' spree, that has almost wrecked our institution with trying to supply the demand.

"Other popular products among the Cubans are lard (they use a lot of it and even like their sausages embedded in large quantities of it in East Texas negro taste), olive oil and soya oil. Their tastes are definitely Latin, and fresh meats are of little interest to them. We get our meats by sea-train from Chicago, but have to prepare them in Havana according to Cuban style."

Said Floyd Sherwood, Chicago hog buying director in charge of 170 hog buyers for Armour & Co. in U. S., and who was visiting in Havana:

"Cubans have rather peculiar eating habits. They prefer the tougher grades of meats—just as do the Spaniards. I'll never forget one order for Spain we filled out of Sioux City, Iowa. The order was for a large shipment of castrated hogs. We lacked quite enough of this meat to fill the order without sending out for it, and thought we would just be generous and complete it with a better grade of hog meat which would be billed at the same price as the castrated hog meat. Well, those Spaniards were as mad as hops about the substitution, and made us refund around \$700. I think it was because we had not sent the whole order of the tough meat they ordered!"

To fit in with the Cuban demand, Armour & Co. is more or less a wholesale grocery house in Havana. Besides the products already mentioned, other heavy sellers are rice from Siam, beans from Chile and cod fish from Nova

Scotia.

Cubans Love Rivalry in Selling

Echoing Mr. Murray's contention that playing a tune on native salesmen's sense of rivalry is the direct way to get sales results, Joe Fisher, assistant manager of the Armour branch in Cuba for the past 13 years and, before that, representative of the company in Panama, mentioned that often prizes given for sales results will stimulate this profitable sense of rivalry.

"We had one contest in which a brother was so anxious to see his brother win our prize that he gave up his own job and set to work with no profit for himself to help keep the prize in the family—which he did," said Mr. Fisher. "Ironically enough, the prize was only a ham. It was not actually the prize that was being sought, though; just the glory."

The loveliest land that human eyes have ever seen," touts the tourist literature of Cuba. Perhaps it is likewise one of the best virgin markets for American products-and from Key West to the Morro Castle is only 90 miles. There, 3,500,000 people with reputedly \$3,000,000,000 have utter confidence in American products. Armour & Co. is enjoying a steady increase in annual sales. Pan-American Review quotes Woolworth as having bought the Casa Grande property and the adjoining buildings at San Rafael and Galiano streets in Havana for some \$1,500,000. Similarly other businesses of American origin, including Coca-Cola, which is conspicuous as the only billboard advertiser of consequence in all Havana, are learning how to sell Cuba with Cubans—and profits.

"What did you do with that

\$11,000,000



No boondoggle, this \$11,000,000 a week . . . \$50,000,000 a month . . . \$600,000,000 a year. It is simply what The American Home housewives spend on American home groceries.*

A tidy sum, we think. And a tidy market for a food advertiser to shoot at ... particularly because so little of it goes for trifles, so much of it for staple, packaged and branded foods.

Editorially, we have long recognized the fact that people who live in *homes* are not just builders and decorators, but eaters—big eaters—as well. We devote more space to recipes than any one of the six "women's" magazines. We keep our food-buying and cooking stories practical, down-to-the-kitchen, and

keyed to the normal palates of normal men, women and children. The result is that even the men,

who often harbor grudges against a food editor's fancies, *like* our kind of food editing. They don't mind shelling out the \$11,000,000 a week for grocery products.

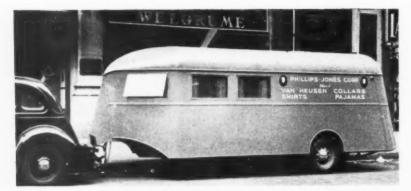
Your grocery products?

THERE'S NO PLACE LIKE



America's No. 1 medium for advertisers who sell anything for the home

*Figures from a Daniel Starch survey of The American Home's actual circulation. Have you seen it?



Shirts Hit the Trail: Phillips-Jones Corp, brings its merchandise to retailers in a Vagabond Coach Co. rolling showroom. It has a desk, office equipment, and plenty of space to display shirts and pajamas. Some 45 such sample rooms are to tour every state for the company. Salesmen will, however, sleep at hotels.



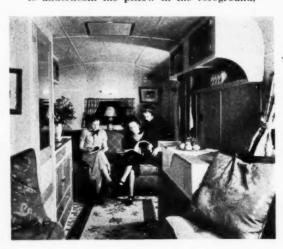


Many Cargoes: Express trailers are no novelty, as the railroads regretfully know, yet they seem to grow larger and are better constructed each year. Body by Fitz Gibbon & Crisp, Trenton, N. J.



Travelodge: Pierce-Arrow, first motor maker to produce trailers, boasts that all its models have an all-steel chassis, with body paneling of metal, hydraulic brakes, shock absorbers, and floor construction that seals the body against dust, air and water. They carry 24-gallon water tanks. Cooking is done on a gasoline stove. Heating is by a coal, wood, or charcoal stove, insulated with asbestos, and protected by a steel grill. Ice-boxes hold 40 pounds of ice. Three sizes have accommodations for two or four people.

Home on the Road: (Below) Travel Trailer Corp.'s model has a bathtub, toilet, and practically every other modern convenience. This view of one end shows the daytime couch which becomes a double bed at night. Beneath the sideboard at right is a stove and sink. An ice-box and storage drawers are at the left. People who like to read while bathing will appreciate the bookshelves over the tub which is underneath the pillow in the foreground.

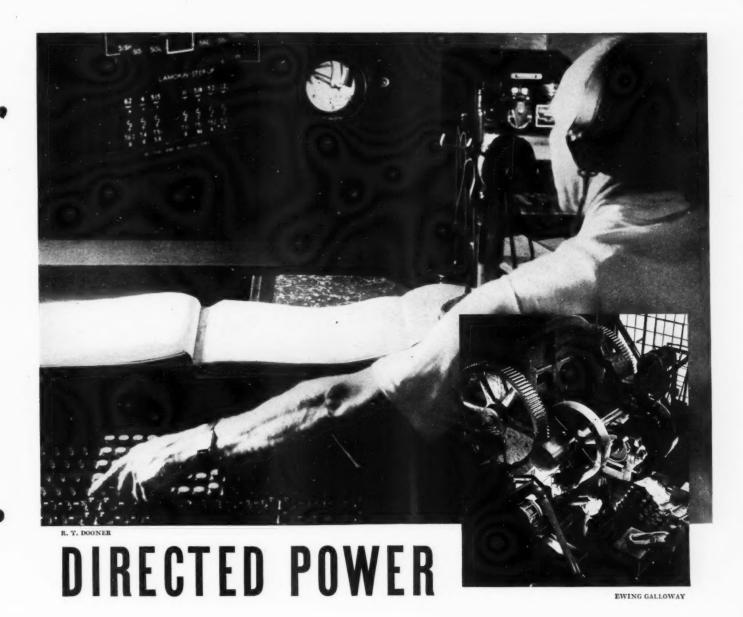


Will Trailers Steal the Auto Show?

Public interest in trailers—trailers to live in, trailers for use in sales work, and trailers for freight transportation—is at a high pitch. On the eve of the New York Auto Show motor men were expressing the belief that the 50 models of trailers occupying the fourth floor of Grand Central Palace would prove the sensation of this year's show.



Comfort: Auto Cruiser's bed-seats, like those of most trailers, are as springy and restful as any Pullman berth. Many of them are made up for sleeping precisely like train seats. The view above shows shelves for knick-knacks, reading lights and homelike curtains at the window. Since total space is small, and insulation good, trailers are said to be warm in Winter when the wood, coal or charcoal stove is lit.



THIS PENNSYLVANIA RAILROAD "LOAD DISPATCHER"—
AND THE CIRCULATION MANAGER OF MOTOR—
HAVE THE SAME TYPE OF JOB.

One watches meters; the other watches maps and men. One man sits at the center of the electric system of a great railroad and his fingers click keys to step up current where traffic needs it. MoToR's circulation manager just as carefully balances MoToR's circulation in every city and state to meet the selling job to be done there.

And that is important to every sales manager.

Where automotive buying power is high, MoToR's circulation is large and is proportionate to the automotive business available. Where purchasing power is lower, MoToR's circulation is smaller but still in proportion.

MoToR does more than this. MoToR selects its

circulation for quality. It delivers to advertisers more than 57,000 highly rated, able-to-buy shops, dealers and automotive jobbers. This is the largest paid circulation in the field—and the best.

MoToR leads every other automotive publication in reader preference, editorial authority, paid circulation, advertising volume. Its forward-looking editorial policy has won for it a position of outstanding supremacy in the field of America's greatest industry.

It should be first on every automotive advertising list.

MoToR

The Automotive Business Magazine
572 MADISON AVENUE • NEW YORK

NOVEMBER 15, 1936

[821]

Cedar Shingle Folks Cooperate to Promote "Certigrade" Brand

Coast's red cedar shingle industry is now represented in the Red Cedar Shingle Bureau of Seattle. While each shingle mill directs its own sales activity, bureau members are welded cooperatively to do a job of institutional merels and in the sales activity.

chandising.

As a sales premise, the bureau has set up an inspection division, to guarantee the quality of the product it has undertaken to market via an institutional detour that is a direct route to volume. Members may use the trade name of "Certigrade" only when their products have passed rigid grading standards. An inspection staff paid by the bureau makes the rounds of the mills, to check on all phases of the production operation, even to the way that the shingles are handled after manufacture.

After putting a quality control on the sources of supply, the bureau functions institutionally in the sales picture. The current advertising campaign, directed to the consumer, entails a \$100,000 expenditure for space in national media, featuring the Certigrade brand, but it is newsworthy that the shingle group backs up this advertising with a comprehensive

dealer program.

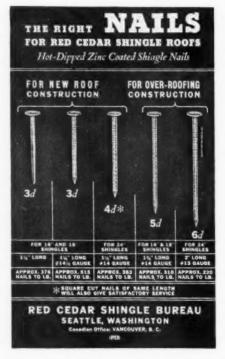
Fifteen field engineers are constantly on tour of the country, presenting an industrial film before the dealerships and their customers. Each field man is equipped with a copy of the film, "The Home of the Wooden Soldiers," and a projection machine with sound equipment. The film and its handling differs from the usual effort to use cinematic selling on a number of counts. In the first place, its promotion and its showing are not left to the dealer, who may or may not be the type of person who can promote a crowd. He may even be subject to stage fright, and certainly he will have to go to considerable trouble to procure equipment with which to reproduce the film.

The promotion of the shingle group avoids these usual pitfalls by routing each field engineer according to definite dates, far enough in advance to assure a large, interested audience for the showing. He assists the dealer in contacting 'architects, club groups, etc. Then at the showing itself he is a finished master of ceremonies, and supplements the film with a short talk.

The "Home of the Wooden Soldiers" also departs from the usual in

BY MANDUS E. BRIDSTON

Rigid grading and testing, dealer service work, and cooperative advertising are all a part of the work of the Red Cedar Shingle Bureau.



There are 12 brochures in the Certigrade dealer help family, enjoying an annual request circulation of 5,000,000 copies. This one shows how the bureau helps the dealer to do an educational job on the use of the right nails in laying shingled roofs.

its playing down of selling in favor of drama. As written by W. W. Woodbridge, manager of the bureau, the script make a sincere effort to depict the romantic background of the shingle industry, from the time the timber is logged by heavy, high-powered machinery, to the handling of the logs in the float ponds and the production cycle which begins in the massive, power-driven chute known as the "log haul." The woods scenes and the production backgrounds are strung together with a story which is portrayed by a professional cast.

An educational exhibit car is another way of portraying the selectivity and production care behind the Certigrade shingles. The use of the car is apportioned among the men for sixweek periods. Demonstration repertoire of the educational car includes presentation of: What constitutes a superior shingle wood; the qualities of western red cedar in comparison with other woods, with actual samples used in each instance; how Certigrade are packed under the Certigrade ban-

ner.

Particularly is the traveling dealer car a valuable aid in informing the retailer about the promotional litera-ture prepared for his use. There are 12 brochures in the Certigrade dealer help family, enjoying an annual distribution of 5,000,000 copies, all upon direct request. Much of the credit for such a broad distribution may be given to the field men and their use of the educational car to show just what has been prepared along this line. Four months after the bureau had put out a long-needed handbook on how to use shingles to best advantage—an 84-page textbook—the book climbed to a request distribution of 50,000. This was in addition to the 5,000,000 annual circulation of the brochures.

The shingle men, through their bureau, are meeting a sales challenge with an intensified and institutional merchandising effort to keep a place in the sun.



The exhibit car carries samples of many kinds of shingles, to prove to the dealer by actual comparison the superiority of the Certigrade brand. Included also is the complete line of dealer helps.







...and other seed fell on good ground, and sprang up, and bore fruit a hundred fold.

OR the six months ending September 30 the average net paid circulation of the Cincinnati Times-Star was 13,346 GREATER than it was four years ago.

This circulation gain of more than TEN PERCENT in itself is not so remarkable (the *Times-Star* simply having kept step with a like gain made by Cincinnati itself during the same four years)—the significant thing is that it was accomplished without resort to any type of premium inducement whatsoever, insurance or otherwise. The entire gain of 13,346 was the natural result of Cincinnati families wanting the Times-Star for itself alone—just as is the entire Times-Star circulation of 169,929.

THE TIMES-STAR IS THE ONLY CINCINNATI NEWS-PAPER THAT DOES NOT OFFER PREMIUM INDUCE-MENTS OF ANY KIND TO THE SUBSCRIBER.

Rooted in good ground, this is the kind of newspaper circulation that is solid, substantial—the kind that bears fruit in abundance for the advertiser.



CINCINNATI

TIMES-STAR

HULBERT TAFT, Pres. and Editor-in-Chief NEW YORK: Martin L. Marsh, 60 E. 42nd St. CHICAGO: Kellogg M. Patterson, 333 N. Mich.

USE CENTER LANE FOR PASSING

AMERICA is advancing on a broad new highway of buying...a multiple-lane highway built to handle the full flow of traffic with safety and dispatch.

The lane to the right is for the heavy, slowacting crowd. The center lane is for the *Active* market. It is travelled by people who are quicker to respond...more eager to get ahead...less reserved in their buying decisions.

Today, the relationship between active minds and volume buying is more firmly established than ever. It is an accepted fact.

A recent study of mileage records in Hartford,* for example, proves that the Active Market wears cars out faster... burns more gasoline and oil

... drives more miles per year than members of any other weekly magazine group.

It shows that they are the buyers of new cars... of the better brands of tires... of the

quality lines of every kind of automotive product.

In choosing a magazine, these people naturally turn to Collier's. They like the tempo of its brief, timely articles . . . its thought-provoking editorials . . . its modern fiction.

To manufacturers, Collier's offers the means of gearing advertising to this center lane traffic... to the Active Market... where you encounter fewer delays in reaching your sales destination.





Ollier's The Active Market

AMERICAN MAGAZINE • THE COUNTRY HOME ____ The Largest Magazine Audience in the World — More than 9,000,000 Circutation

Copt. 1936. The Crowell Publishing Co.

NOVEMBER 15, 1936

[825]

Sunrise to Midnight Drive Rings up \$280,000 in Sales for GE Distributor

R. Cooper, Jr., Chicago, tried out the one-day sales drive idea last year with such good results that it was repeated this year. A long list of prizes spurred the salesmen to intensive effort.

NE year ago when R. Cooper, Jr., of Chicago, distributor of General Electric appliances in northern Illinois, put on his first "Sunrise to Midnight" sales drive his men checked in for the 18-hour day with a total of \$166,000 in sales. Results like that were held worthy of another try. So another drive has just been held.

Feeling that 1936 is a good sales year, officials of the company raised their sights a bit and set the day's quota at \$193,000. That was the mark to shoot at. Midnight and the returns came crashing in.

"Total, \$280,000!"

Participating in the event were five Cooper-operated stores in Chicago and approximately 110 dealer stores scattered throughout Chicago and the downstate territory, which also includes three counties in Indiana. Each dealer operates a staff of salesmen divided between floor men and doorbell-pushers.

A series of prizes were offered. Top was a Packard car; next a Ford. Then came 70 cash prizes ranging downward from \$100 to \$2.50, totaling \$1,140 in all. For each \$50 in sales a ticket was made out and put into a barrel. The prizes were drawn by lot at the end of the day.

This gamble added to the gaiety, as any man, even if he had but a single ticket in the pot, might take top prize. The urge to work, however, was not lessened, as with increased sales the salesman found himself the owner of an increased number of chances.

In preparing the groundwork for the campaign, the Cooper company carried considerable advance newspaper advertising up to full pages, and numerous local dealers bought space in their local papers. Direct mail was also used. Names of all persons who had visited various stores to inspect appliances but who had not bought, if of record, were put on cards for salesmen's calls on the day of the drive.

So much interest was aroused in the

homes of the salesmen that for weeks, wives, sweethearts, daughters and various other relatives and intimate friends had been fine-tooth-combing their neighborhoods for potential buyers. Women love prizes, and put the heat on their menfolks when "extras" are in sight.

Every salesman was supposed to be up-and-at-it by sunrise. M. A. Sweeney, of Cleveland, sales manager for the appliance division of G.E., was on hand and, with Mr. Cooper, held telephone conferences with the outlying nerve centers of the drive. By special arrangement the telephone company provided a series of multiple hook-ups.

tween 6 p.m. and the midnight finale.

Reports were made by telegraph or telephone direct from each dealer or store immediately after the closing period for the contest. A staff of workers was kept on hand at the Loop offices of the Cooper company to check in the reports of sales and to make out the tickets for the drawings.

The official name for the drive was "1936 Cooper Day" and separate quotas had been worked out for each division in advance of the opening of the contest. These were posted and a score-keeper with a paint brush kept a running record as the quotas were approached.

Credits were given for domestic refrigerators, ranges, dishwashers, Disposalls, home laundry equipment, cleaners, water coolers, commercial and bar equipment, air conditioning and heating equipment—all electrically operated and all made by G.E.

When the drive was over sales did not drop off into a sudden "valley." Held on a Friday, the men didn't begin to check in at their homes until after 3 a.m. Saturday. With Saturday and Sunday to rest, they were back on the job Monday morning.

Sam Nides, who had charge of the drive, commented to SM:

"Most salesmen on Monday morning found that they had a consider-



The score-board at Cooper headquarters, as results began to roll in.

From eight to ten dealer stores were connected up at a time and with Messrs. Sweeney and Cooper acting as cheer leaders they were urged, with their teams of salesmen, to win orders for General Electric. These hook-ups started at 8:30 and lasted until noon.

Two drawings were held for division of the cash prizes. Each totaled \$570. The first half was based on sales made between 6 a.m. and 6 p.m. The second was for sales made be-

able number of prospects on hand that they'd almost closed, but not quite. They were out after these early, and closed a pleasing number of deals.

"Instead of the lull we had expected, we found a follow-up of real results because of the enthusiasm worked up and the momentum gained. I'd say that this sunrise-to-midnight sales drive will be an annual event with us. Sales were over our wildest expectations by a large margin."





WHY SO MUCH "Vitamin V" ?

2-year case studies prove that copy in the Chicago Herald and Examiner produces results beyond the normal.

These come, we hold, from Vitamin V, α definite energy-factor in this newspaper's reader-following.

And Vitamin V, in rich quantities, comes from our type of reader-following . . . people who want the newspaper, like it well enough to pay, daily, a 50% premium in price for it.

Could you ask better evidence that the Herald and Examiner is most closely keyed to the known desires of its million daily readers (nearly a million families Sunday)?... No!

Could you deny its high place in the buying consciousness of its following? . . No!

And wouldn't you expect this following to be more than normally responsive to sales messages in its favorite newspaper? It is.

CHICAGO HERALD AND EXAMINER

Rich in Vitamin V'

NATIONAL ADVERTISING REPRESENTATIVES

PAUL BLOCK AND ASSOCIATES

NEW YORK DETROIT PHILADELPHIA
CHICAGO BOSTON CINCINNATI
LOS ANGELES SAN FRANCISCO

Business Leaders—Executives, Engineers, and Production Managers—Are Releasing Billions for Industrial Expansion

McGraw-Hill Editors See Uprise in the Heavy Industries

TOP EXECUTIVES OF AMERICAN BUSINESS ARE

LOOSENING THE PURSE STRINGS



GLENNGRISWOLD velocity of business.

Editor
Business Week
Every business in

Business is confidently basing its plans for the next year on the premise that the general trend will be definitely upward. Evidently nothing short of a world catastrophe can stifle the forces that are pressing inexorably toward a greater volume and velocity of business.

Every business index tends to confirm this conclusion. And it is to be remembered

that the business expansion we have experienced in the last two years has in most cases amounted only to the almost irreducible minimum necessary to meet the urgent demand of consumptive wants. We have only begun to fill the accumulated wants of one of the longest and worst periods of depression in our history. Unprecedented high records will be set next year in the sale of consumer and industrial goods. The BUSINESS WEEK Index of Business Activity confirms the opinion that there is sufficient room for this anticipated expansion. While all business indices reveal the upward trend, it is significant to observe that BUSINESS WEEK's index stands at but 77% of normal and probably will average about 75% for the year 1936.

Any appraisal of the outlook for business must take into consideration the existence of the American urge to launch new enterprises. There has been insufficient stimulus to this impulse and practically nothing thus far has been contributed by these new developments towards industrial recovery. A tremendous unfilled market anxiously awaits their growth.

Business men have yearned for a new industry which would perform the recovery miracle accomplished by the automobile and the radio. Two such industries are actively functioning today and will be responsible for a staggering total of new business next year. One such able contributor is air conditioning which holds forth untold possibilities. Another, perhaps of greater potentiality, is the building and construction fields which have increased substantially yet have not approached the levels of 1928 and 1929. In these fields, air conditioning, noise and dirt elimination and electrification promise to make the homes of America obsolete to a degree we have not known since the turn of the century when central heating, modern plumbing and electric lighting accomplished a similar revolution. The same forces are rapidly adding a great burden of obsolescence to office buildings and factories.

Whatever concern one may have for the long time economy of this country if present tendencies are continued, the prospect for the immediate future gives promise of greater activity increased sales, business expansion and growing profits.



Construction of new industrial plants is running 50 per cent over 1935.





PLANT EXPANSION AS WELL AS MODERNIZED MACHINERY AGAIN IN DEMAND



L. C. MORROW

Manufacturers of durable as well as consumer goods find their sales curves rising along with the curve of general business. Higher sales call for higher production which in turn calls for plant improvement, additions, and new capacity. Management has recovered from any fears it may have Factory Management had that technological development and modern machinery spells unemployment,

and is going ahead with confidence in its search for more efficient equipment.

That modernization and expansion are already proceeding at a gratifying pace is indicated by a partial list of proposed industrial expenditures announced publicly since July. Of the 58 manufacturing corporations and utilities included in the list, no one announced expenditures of less than half a million. Most of the programs provide for more; for example \$29,000,-000 by U. S. Steel, \$25,000,000 by Fisher Body, \$14,500,000 by Buick, \$13,000,000 by Standard Oil of N. J., \$7,500,000 by Industrial Rayon, \$5,000,000 by Chrysler. A very large number of smaller organizations are planning substantial expenditures corresponding to their size.

These expenditures are for improvements, additions, and new capacity. Part of the money will go for new buildings, but much of it for new equipment.

In its recent statistical issue Factory pointed out that over the past six years America failed to build \$29 Billion worth of houses and other buildings for which a real need exists. This shortage means a potential \$18,000,000,000 market for the products of the manufacturing industries. Other potential markets pointed out were for electrical appliances \$16,000,-000,000 — farm electrification \$5,000,000,000 — central station expansion, \$3,000,000,000 — machine tools \$1,000,000,000 industrial power plants \$4,000,000,000 - air-conditioning equipment \$1,000,000,000.

All these markets are in sight. How soon they are to become realities will depend upon the aggressiveness with which business develops them. Sales-minded organizations are planning their sales and advertising for major gains in 1937.

MODERN POWER PLANT EQUIPMENT OFFERS HUGE SAVINGS TO INDUSTRY

Picture a field that is not itself an industry, but embraces all industries - a field responsive to every forward step in living standards, working conditions and production efficiency, a field that spends two billion dollars yearly for its raw materials - in short, power. This field is the total of the power-service generating equipment in America's stationary plants: central



P. W. SWAIN

stations, (steam, hydro, and diesel) power plants in industry, large buildings and institutions.

For steam coal alone, this power field spends a billion dollars yearly. Plants outside of central stations spend another half billion for purchased electricity, in addition to the very large amounts they generate locally. Add labor, repairs and supplies, and you have a yearly total operating expenditure of at least two billion dollars for America's power services.

Of this huge sum, approximately one billion dollars, 50%, is preventable waste, in the opinion of engineers best qualified to know. This means waste in production and consumption that could be eliminated by methods and equipment already in common use by the more progressive establishments.

More than half of all the industrial and institutional powerservice equipment is over twenty years old, and most of this old equipment is obsolete. Boilers operate at 50 or 60 per cent efficiency when 80 per cent is easily obtainable. Often new high-pressure boilers would give far greater gains, on top of the increased efficiency, through increased production of byproduct electricity.

Building and factory heating and process systems are wide open markets for meters and controls that will eliminate the appalling wastes in application. Thousands of pumps are so wasteful and obsolete that new modern replacement units would save their cost in less than a year.

Undoubtedly the primary key to the industrial power market is the elimination of this waste by modernization. Through constant publicity industrial executives are becoming generally aware of these losses. Improving general business is bringing action, proved by rapidly mounting orders for power equipment.

ET business paper advertising be your mass production sales tool. It goes directly to those key men who control or participate in the spending of 30 billion dollars a year for business and industrial equipment and supplies. Business paper advertising talks their language. It offers them savings and betterments in their business. It cuts the cost of selling because it educates buyers on the merits and reputation of your product before your salesman calls.

McGRAW-HILL PUBLICATIONS

McGRAW-HILL PUBLISHING COMPANY, INC., 330 WEST 42nd STREET, NEW YORK, N.Y.

American Machinist Aviation Bus Transportation Business Week Coal Age Chemical & Metallurgical Engineering

Construction Methods Electrical Contracting Electrical Merchandising Electrical West Electrical Wholesaling Electrical World Electronics

Engineering & Mining Journal Engineering News-Record Factory Management & Maintenance Food Industries Metal & Mineral Markets Mill Supplies Power Product Engineering Radio Retailing Textile World Transit Journal

Films Are Our Best Salesmen, Say Caterpillar Sales Chiefs

The Caterpillar Tractor Co., one of the oldest users of sales films in the country, has continuously expanded the use of this medium to the point where they are currently sponsoring 18 sound-on-film pictures.

BY D. G. BAIRD

FTER nearly 20 years' experience, during which they have used more than 100 films, executives of Caterpillar Tractor Company, Peoria, Ill., pronounce the motion picture their one best salesman.

Caterpillar began using this medium back in the days of the silent films, adopted sound on disc recording when this became available, then kept pace with the progress of the industry by using sound-on-film as soon as that improvement was perfected.

At present, it has 18 sound-on-film pictures, all of which are in use, and is in the midst of its largest film production program of recent years. Silent versions of most of the current films are available for dealers who do not have sound projectors. Over 80% of all Caterpillar distributors in this country have equipped themselves with projectors to show the films which the manufacturer furnishes them.

They Show Product in Use

"Our motion pictures are different from many commercial films," one executive told SALES MANAGEMENT. "Our products appeal to a class, rather than a mass, market, and the films must be adapted accordingly. It requires a considerable investment to purchase our products, and no one is likely to make such an investment unless and until he is convinced that he needs such a machine, and believes it will solve a certain specific problem for him.

"Before he can be so convinced, many questions must be answered: We know what most of those questions are, and we prepare our motion pictures with a view to answering them. In this respect, we believe that motion pictures can do a job that no other medium can accomplish. They answer the prospects' questions by

putting on a complete and convincing demonstration in the dealer's place of business, in the prospect's own home, or anywhere else where electric current is available.

"Suppose the prospect is a contractor who has become interested in a new piece of earth-moving equipment on which sensational operating economies are being reported. But the nearest unit may be 1,000 miles away and to visit it would entail a substantial investment of both time and money.

"Instead of taking the unit to him,

snowdrifts when the mercury is hovering around the 100° mark.

"But when the salesman refreshes their memories and provides the proper atmosphere by showing them a motion picture of last Winter's drifts, then reminds them that factories were unable to fill orders, and railroads were unable to make deliveries, after the blizzard struck, the commissioners probably decide that it is the part of wisdom to order their snow-fighting equipment early.

"Then, of course, the motion picture is highly effective when presented to a large group of prospects at one time. Every year we hold a meeting at each dealer's place of business and show the new pictures to his prospects, as well as to the dealer and his organization. In this way, owners and prospects get a preview of the new developments and the dealer organization becomes familiar with them.

"In preparing our films, we give a great deal of thought to our audience, for without an audience there would

Caterpillar uses sales films not only in direct selling to the prospect, but at all varieties of fairs, expositions and special shows. This Denver distributor staged his Diesel show in a tent, but he arranged a special theatre for motion pictures.

or asking him to come to the unit, we take a motion picture to him. The picture, backed up by the performance story, convinces him that this machine is the very thing he needs. He sees a motion picture of an actual demonstration of that machine doing certain jobs and any doubt that he may have had concerning its application to his job is removed. He buys as a direct result of a movie demonstration.

"The county commissioners who are solicited by a salesman to place an order for a snow plow in July very likely tell him to come back next Winter. They can't visualize blizzards and



be no need of a film. In fact, we take the position that the audience is more important than the scenario, the talent, or anything else. The film should be entertaining, but it must sell goods, else our picture-producing days are numbered. Fortunately for us, just about the most entertaining thing there is to a man who is interested in tractors, road machinery or Diesel engines is such a machine at work, hence we don't have to depend much on humor or other entertainment features.

"Most of our films—all of the current ones—are one-reelers, but it is

There is No Substitute There is Oirculation Jor

STATEMENT OF CIRCULATION

BALTIMORE NEWS · POST

for six months ending September 30, 1936

HOME DELIVERY

112,457

TOTAL CITY ZONE

172,757

TOTAL TRADING AREA

187,743

TOTAL CIRCULATION

204,735

REACHING MORE THAN

A out

1 of 5

BALTIMORE FAMILIES

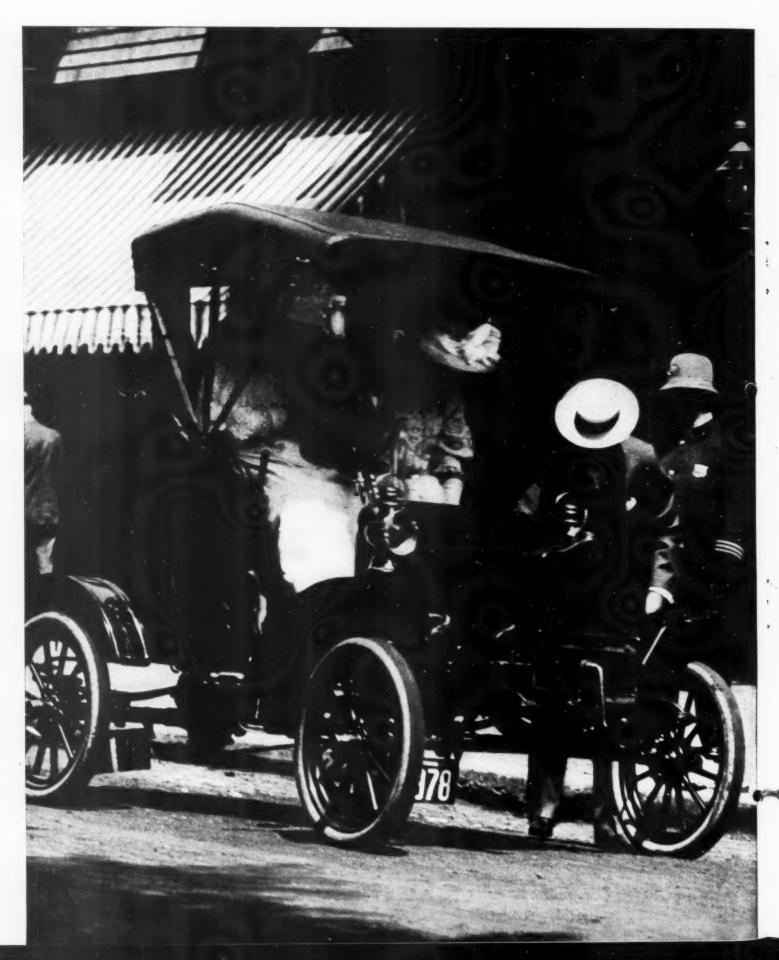
BALTIMORE NEWS POST

and Sunday American

Average net paid circulation of the Sunday American for six months ending September 30, 1936—230,239; the largest in all the South.

Nationally - Hearst International Advertising Service - R. E. Boone, Gen'l Mgr.

Now twenty millions own the



the RICH MAN'S TOY

IN 1906 Woodrow Wilson, then President of Princeton University, said: "Nothing has spread Socialistic feeling in this country more than the automobile; to the countrymen they are a picture of the arrogance of wealth, with all of its independence and carelessness."

Woodrow Wilson was a scholar and a seer. He could look much farther into the future than the average man. But even the most gifted and courageous have had their predictions dwarfed by the immensity of the development of American business life.

In the very year when Mr. Wilson relegated the automobile to the narrow confines of the very rich, automobile manufacturers began to advertise their horseless carriages to the ever-growing multitude of "people on the way up."

Then that vital process which has given America the highest standard of living in the world, began to operate. Increasing demand made possible mass production. Mass production brought lower prices. Lower prices attracted still more customers. The price of the average car—it had been about \$1800 in 1905—fell steadily.

And advertising has done more than bring down prices. It has stimulated engineers in their quest of technical improvements. It has made these improvements known. It has helped to popularize every major motor car development from the electric starter in 1911 to the introduction of safety glass within recent years.

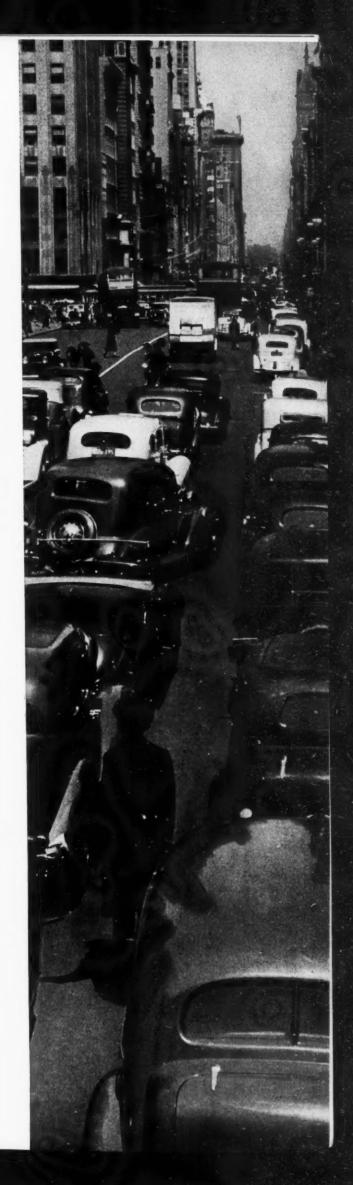
A generation ago less than half-of-one per cent of American families owned a car. Today the luxury of millionaires has become a daily necessity; twenty million families own and enjoy the "rich man's toy."

In this spectacular progress of the automotive industry, The Saturday Evening Post has been privileged to play a leading part from the very beginning. The Post has continued, without interruption, to be the preferred magazine of people—and also of advertisers—on the way up.



THE SATURDAY EVENING POST

"AN AMERICAN INSTITUTION"



surprising how much of a story can be told on 1,000 feet of film when that story gets right down to essential facts.

"Every picture has a story to tell. Some are rather general; most are very specific. We do not attempt to tell the farmer how to cultivate his land, the road commissioner how to build and maintain his roads, or the logger how to get timber out of the woods. What we do is show them pictures of our equipment at work on similar jobs. They themselves can then see how it is adaptable to their job and why it is a profitable investment for them.

"The following catalog of our current pictures will further indicate their character and application:"

"Power and Progress"—A contrast between Caterpillar power and other forms of power on a wide variety of jobs all over the world.

"Show Down"—A visit to such major projects as the Skyline Highway, Mississippi levees, Muskingum Valley dams, Sutherland Reservoir; All-American Canal, Metropolitan aqueduct, Boulder, Bonneville, Fort Peck and Grand Coulee dams where Caterpillars dominate by a score of nine to one.

"Timber"—All kinds of logging in various sections of the country with Caterpillar tractors bringing in the logs and Caterpillar power units running the mills.

"When Winter Comes" — Caterpillar tractors and auto patrols solve the snow-removal problem, whether it is cleaning a sidewalk or bucking through deep drifts.

"Crops or Canyons"—The control of erosion with Caterpillar equipment; a new and more comprehensive film than "Stopping the Soil Thief."

"Pulling Power"—Caterpillar tractors at work for the farmer on hard jobs as well as ordinary ones; conquering hills, gullies, sand and mud with track-type traction, and high costs with Diesel and tractor-fuel engines.

"Power for Every Farm Job"—Featuring Caterpillar tractors and John Deere implements on a great variety of farm work.

"Tracks Around the World"—From the crate in the factory to a wide variety of tractor jobs in Hawaii, New Zealand, India, Palestine, Africa, Holland, Belgium, France and Italy.

"Building Performance"—Factory tests and practices including a trip down the Diesel Seventy-Five assembly line and a glimpse of the finished tractors at work in the field.

"Diesel Economy"—Power, simplicity and dependability—yes—but economy is a most important item whether it be a Diesel tractor, power unit or Auto Patrol.

"Diesel Simplicity"—How the Diesel engine operates, with cut-aways of the fuel-injection pump, fuel-injection valve, cylinder and piston—plus action pictures of Diesel Seventy-Fives, a power-controlled elevating grader, and track-type wagons on a big earth-moving job—two stories in one.

"New Roads for Old"-The Auto Patrols, Diesel and gasoline, single and tandem drive, widening country roads, maintaining earth and gravel highways, building oil-mix roads, reshaping unpaved streets, smoothing and maintaining shoulders, working at airports.

"Modern Road Building" — Today's highway work with today's blade graders —power- and hand-controlled with proved adaptability for every job.

"Team Mates for Tractor Power"— Modern tractor equipment to serve the farmer, contractor, roadbuilder, logger, oil company and manufacturer.

"Extra Values"—Not alone the big values, but the dozens of little ones, hidden away, perhaps, but built in for Caterpillar quality.

"The Versatile Twenty-Two"—Versatile in use, versatile in its many economies—low first cost, and low fuel cost. Sales points and performance of the Twenty-Two.

"Power Units on the Job"—Dependable economical power for a wide range of stationary jobs, as well as such industrial equipment as excavators, compressors, locomotives, crushers, generators, hoists and mining machinery.

"Longer Tractor Life"—High spots in the care of Caterpillar tractors.

In visiting dealers to stage shows for them, the factory crew uses a specially built and equipped truck.

"Bend and Believe" Test Wins Jobbers for New Aluminum Ware

LUMINUM PRODUCTS CO.,
La Grange, Ill., developed a
hammered process for its
kitchenware that was good
looking and extremely long-wearing.
How could dealers best be told of this
improvement?

Circulars and samples were only partially successful. Jobbers admired the "Hand-Crafted Hammered" finish, which "resists scratching, denting, stays bright indefinitely, and is easy to clean." Yet some jobbers were still skeptical. "We had to combat that feeling," says James K. Matter, general manager.

"We stamped out a number of discs," he explains, "some of plain aluminum, and some—of the same thickness—with the hammered finish. We gave them to the jobbers, telling them first to bend the plain discs between their fingers. These discs bent readily. Next we told them to bend the Hand-Crafted discs. They bent only with great difficulty. The comparison was instantaneously effective."

Jobbers asked for more discs for use with their customers. A circular titled "Bend and Believe" was prepared. Two discs, one of each kind, were pasted to the bottom. Copy pointed out that the hammered disc had "four times the strength of plain aluminum. . . The difference in bending qualities . . . clearly illustrates the superior wearing qualities that may be expected from Hand-Crafted Hammered Ware. Each hammer blow on this wear . . . compacts the surface into a steel-hard condition. . . An aluminum utensil with the strength of steel."

Jobbers were offered a supply of the discs free. Aluminum Products' plant could not keep pace with the demand. Thousands were sent out, with accompanying literature, and sales mounted in proportion.

It was impossible to place a set of hammered utensils in every prospect's hands, but each is given a pair of discs. A trial at bending the discs convinces anyone, states Mr. Matter, "that the metal has been put through a definite hardening process that will insure longer life. The appearance of the finished utensil may be seen from the pictures, and its quality is seen on the hammered disc.

"It's a new way of giving samples of cooking pots and pans. But it has been very effective."

Six months ago the company decided to develop a new line and carefully considered the three main classifications of home-cooking wares. These are: Extra-heavy gauge utensils made from thick, cold-rolled sheet aluminum, and fitted with de luxe trimmings. This line is always sold through canvassers and specialty salesmen directly to the public. Years are required to build up such an organization.

In the second classification are standard heavy gauge utensils handled by the best hardware and department stores. Ruinous competition, however, has driven all but two concerns out of this field.

Therefore, Aluminum Products Co. decided to concentrate on light gauge ware, the lowest in price, but the highest in volume. Since a number of manufacturers of shoddy goods were already in this field, it was imperative for the company to prove conclusively that its products were superior in quality, though the price was low.

"We knew that the unusual beauty of our finish would attract attention," says Mr. Matter, "so we were sure people would buy if we would get the utensils in the stores where they could be seen." Working through jobbers with the discs achieved that result.



Joe Smith's people didn't have much money. They lived simply, frugally. Young Joe's mouth often watered in front of bakery windows. His eyes grew big with envy at another boy's new bike. He knew the damp discomfort of thin soles on rainy days, the unease of wearing an older brother's cut-down suit. He wanted lots of things. He appreciated what he got.

Joe worked after school, found jobs in summer. His folks made sacrifices to give him an education. When that was over, Joe got a regular job, and worked hard. He learned a business. Eventually he started a business, made it grow, and made money.

Joe married a girl who had had more advantages. They lived modestly at first; better, later on. The children seemed to need things Joe never had, and got them. And before Joe realized it, his home was quite an establishment. Fine furniture, two cars, servants, social obligations. People to entertain who entertained you. Nice people, some of them important, some of them wealthy. Joe settled down to a busy, not unpleasant, but expensive life.

Twenty years of prosperity have made over Joe. Joe is no snob, but he has forgotten bakery windows, and the kid with the envious eyes. He has forgotten how his people lived, and worked, and wanted and did without. He has forgotten their interests, their standards of value. Joe, by comparison, is a plutocrat. But Joe's forgetting how the other nine-tenths lives doesn't help his business. Because the hundreds of thousands who are Joe's customers are the kind of people Joe's folks used to be.

Joe's blind spot shows up in his advertising. He runs it in publications he likes and reads. He sees his advertising. His friends see it. But few of his customers do.

Exaggerated case? Not at all. Typical, and natural enough, too. You, perhaps, are different. But how much do you know about The Sweeneys? And The News?

The Sweeneys are New Yorkers, most of New York. They make your business tick, any business tick. They're great wanters, great getters, great customers. Their incomes range from \$6,000 down. Incomes under \$6,000 may not seem like much to you, but the Sweeneys earn more than most Americans. Spend more, too. And there are more than a million families of them in New York City; almost another million in the suburbs. Too many—for you, or any business man, to ignore! Ignoring them is very expensive.

The News? The News is the favorite New York newspaper of the Sweeneys. They buy more than 1,650,000 copies of it every weekday. Apparently they like it. And apparently they pay a lot of attention to the advertising in The News—or it wouldn't carry so much advertising. The News this year carried more retail, and more department store advertising, than any newspaper in the world.

With The News your advertising reaches two-thirds of New York City families; and moreover reaches more families with over \$6,000 incomes than any other paper! Ignoring The News can be very expensive, too. But using it is very inexpensive! Details? Just ask!

THE NEWS

220 EAST FORTY-SECOND STREET, NEW YORK Tribune Tower, Chicago • Kohl Bldg., San Francisco

Moisture Spells Prosp

U. S. Weather Bureau Moisture Map, First Half of 1936



Construction at Grand Coulee MOISTURE conditions throughout Spokane's Inland Empire were 100% to 125% of normal during the 1936 growing season. Result: big crops of grain, hay, fruit, potatoes and general farm crops to benefit from sharply rising prices.

Other favorable factors in the Spokane market in 1936 have been the construction of the \$63,000,000.00 dam at Grand Coulee, west of Spokane, big tourist trade, and increased demand for Inland Empire lumber, minerals and other products.



Inland Empire Wheat Shipments Have Been Heavy in 1936

THE SPOKESMAN-REVIEW

SUNDAY

MORNING

SPOKANE,

More Than 100,000 Net Paid Circulation Largest Circulation in the

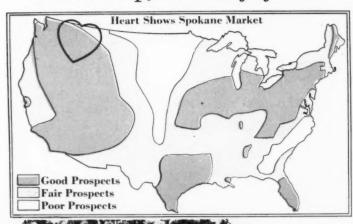
Advertising Representatives — JOHN B. WOODWARD, INC., New York — Chicago Color Representatives — Sunday Spokesmen-Review

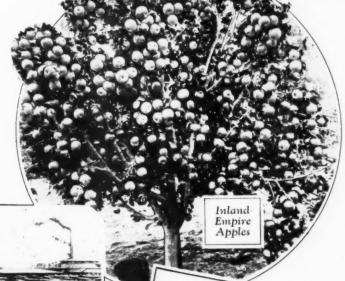
in Spokane A

Reflecting the upward swing in business, September, 1936 bank transactions in Spokane were the highest since 1931, building in the city is the heaviest in 10 years, department store and wholesale business is up 10% over 1935 while The Spokesman-Review and Spokane Daily Chronicle are now climbing upward from the highest circulation peaks in their history.

Executives who are spotting the Spokane market now are "Right as Rain."

Brookmire Estimated Consumer Income Map, Last Half of 1936





The Spokane Market produces 10 of nation's wheat

1/10 or nation's wheat 1/5 of nation's apples 1/4 of nation's silver 1/3 of nation's lead 1/8 of nation's gold

Aggregate annual value of Spokane Market Products more than \$400,000,000

OREGON IDAHO



Inland Empire Saw Mills Have Been Busy in 1936

Spokane Daily

WASHINGTON

85 UNduplicated, R. L. Polk & Co.

— Detroit — Boston — Kansas City — St. Louis — San Francisco — Los Angeles

HEART OF THE PACIFIC NORTHWEST

Marketing Flashes

A New Bouncing Baby Plastic—Meat Like Mother Cleaves—Personnel Notes—Snug Electric Comforter

Pontalite

At the first annual Modern Plastics Competition in New York, du Pont Co. unveiled a new thermoplastic, Pontalite. It comes in crystal-clear pieces, pearl, opaque and transparent colored effects. With the powerful du Pont organization behind it, Pontalite should cut a swathe in the world of plastics.

Bulk objects of art, machined objects worked like metal or wood on a lathe or planer, and commercial objects produced by molding, are all possible with Pontalite. Machined objects displayed include pieces which have been threaded, drilled, carved, cut or sawed, as well as pieces cemented to other plastics. One of the molded cubes had a four-leaf clover inside, perfectly visible.

A Pontalite cylinder nine and a half inches in depth and diameter weighs less than 30 pounds, yet fine type can be read through it. A glass cylinder of the same size weighs more than 60 pounds. "Crystal" balls of Pontalite may be bounced on the floor, and salesmen doubtless will do just that in your office.

Choose Cheese

Unlike many "Use, Eat, or Buy More This, That and T'other" weeks, National Cheese Week, November 8 to 14, has actually boosted consumption of the dairy product. Last year production touched an all-time high in this country of 620,956,000 pounds. National Cheese Institute, comprising all members of the industry plus the benedictions of department of agriculture and Governors of dairy states, was formed in 1933. The first year a 30,000,000-pound surplus was sold in jig-time, and prices were stabilized. Today each of our fellow citizens nibble 5.05 pounds of cheese a year. Back in 1874 it was only 2.63 pounds.

Modestly disclaiming sole credit for the larger hunks of cheese on the national plate, Cheese Institute notes that since it has been putting in good licks for the last three years, production and consumption have both risen. Largely through its efforts scores of new ways of serving have been popularized; and Wisconsin has by law compelled all restaurants to add a square of cheese to every food order.

This year's Cheese Week marched under banners bearing the motto, "Choose cheese for balanced meals and budgets."

Lady Butchers

Dryfus Packing & Provision Co., 66-year-old Lafayette, Ind., packers, are opening 100 retail meat stores in the Hoosier state. Bo-Peep Markets, Inc., is the name, and we do not propose to "leave them alone" whether or not they will "come home." Why? Because of a "startling innovation" announced by William H. Fryer, president of the new chain. Mr. Fryer, formerly with Kroger, A & P, Butler and other stores, declares his Bo-Peep

sheep will be sawed and cleavered by feminine butchers.

"There is a sound psychological basis for this step. For thousands of years women have been the downtrodden sex. . . . They have developed a deep-seated inferiority complex. When they are buying from male butchers, they are constantly on the defensive, expecting to be deceived. We propose to prove to our customers right from the start that they can trust us implicitly. . . . The employment of women butchers is only a physical evidence of a fundamental integrity of purpose back of Bo-Peep Markets, Inc."

Gus Katzensnellenbogen, male, proprietor of Gus' Meat Shoppe, declined to comment on the Bo-Peep program when interviewed by SM's reporter. "I have nodding to say," he said; "some uf mine best friends is vimmen. Ja."

Gold Dust Demise

Gold Dust Corp. will henceforth be known as Hecker Products Corp., states Chairman G. K. Morrow, brause the new title "is more appropriate for the corporation's wide range of products." Subsidiary companies of the old GD Corp. are to be liquidated and divisions of Hecker's will be:

Soap—Gold Dust, Silver Dust, Fairy soap; shoe polish—Shinola, 2 in 1, Bixby; preserves—Acme, Airline; cereal—H-O oats, Force, Hecker's Farina, Presto; flour—Hecker's Superlative, Ceresota, Aristos, as well as bakery brands.

Swing to Streamline

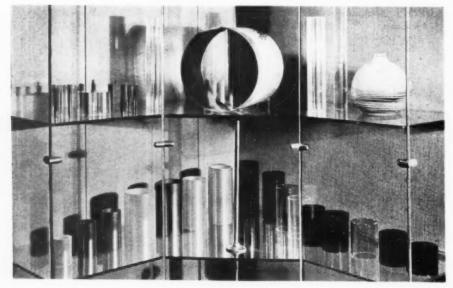
More than 90% of the million auto owners questioned by General Motors Customer Research last year approved of streamlined cars. In 1935 the number was 77%. Of those answering the questionnaire, 71.8% expressed a desire for radio equipment in their cars.

Customer Research has been developed and expanded by GM "to measure trends of public opinion on product styling or performance. Owners of all makes are questioned, for GM believes that "the consumer is the only one qualified to state what he wants in a car."

Men and Jobs

J. S. Gorman is elected v.-p. in charge of sales for Signode Steel Strapping Co., Chicago. Before joining the company, which makes steel bindings for containers, Mr. Gorman was with Central Steel & Wire, and Gulbransen Piano. He has been at Signode for five years.

Louis R. Miller, for many years s.m.



Du Pont's entry in the plastic field has diverse talents.

"HASN'T MISSED A BEAT"

SYMPTOMS may come and symptoms may go; but this sturdy pump never falters! Nature knew what she was about when she made the 13 Upper Mississippi Valley States the Heart of America's Agriculture. Year in and year out these "heart states" send health and wealth coursing through the nation. Here ... in the world's richest farm region ... is produced more than half of America's farm wealth.

Men who know the pulse of the farm market know that this is the only diagnosis that counts: spendable cash income! They know, too, that 1937 will see "heart" farmers with more things to buy and more money with which to buy them. And they never forget which to buy them. And they never forget this simple profit-prescription: only through Successful Farming can you reach these hales and-hearty farms...at the lowest rate per and-hearty farms...at the lowest rate per page per 1000 circulation in the world. Meredith Publishing Co., Des Moines, Iowa.

SUCCESSFUL FARMING

LARGEST FARM CIRCULATION in the WORLD'S RICHEST FARM REGION



Foreign Comment

SPANIARDS SCORN TALK OF

Both Sides Prefer Fight to the Death as

At the shrill call of Government buglers, firing between Loyalists and Rebels in the Alcazar, doomed Toledo fortress, suddenly died down last week. Maj. Juan Rojo of the attackers stripped off his pistols, and with folded arms climbed awkwardly over the stone walls. Under a truce arranged by telephone, he permitted himself to be led blin to the Rebel leader.

Then

officers

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tect huma Another St were still pe

of their homes, Municipal Gover "There will be no while I am alive, mercy almost unp appeal to the 1,000 ful struggle, he shi held the fort the bay to Bilbao,

by Reds. Finally, Rebels to the

Anarchists and Co

burn it rather the

hands. Basque

their arms begged

Foreign Comment

CHINA NEEDS GOVERNI

"Permanent Landing Force" at Hank Backed by gunboats at tiny Pakhoi, gunboats and a permanent landing force at Shanghai, Shigery Kawagoe summoned Chinese Gensming hard-boiled Japanese Ambassador Kawagoe summoned Chinese Generalissimo Chiana Kai-chol: Irom Canton to Habitual humiliatie

Shigeru Kawagoe summoned Chinese Gen-eralissimo Chiang Kai-shek from Canton to Nanking "to negotiate." "No hasty action will be taken." said Nanking "to negotiate."

Tokyo, hasty action will be taken."
six Japan's grievance, for the moment:
wounded in widely separated and nine phoned fr he and e the Emper sorry. No one had been brough Just to she could do Chun Chines Police

DICTATORSHIP ENDS: A Parliament Functions Again in de Lithuania, The Not at Vilna On Tuesday, September 1, at 7 A. M., Baltic daylight saving time, one European tion emerged from dictatorship to demockille manSep gunme POLAND VEERS: New Did Snap been ar tator Friendly to France, With

MEXICAN REDEAL: Cárdenas Rejoices at Redistribution of 11,000,000 Acres to Poor

Cold Shoulder for Germany

THE LITERARY DIGEST MORE "STAY-INS": Precari. ous Peace Follows Latest Strike in French Textile Industry

THE LITERARY DIGEST IS SUPERSPY MOVES: Head of Dreaded Russian Ogpu Quits Terrifying Prison Building

SAVIOR "TOMMIES": British Guardsmen Take Charge to Restore Peace in Holy Land

In the land that flowed with milk and honey—once prosperous, populous and

FOREIGN COMMENT



ables flashing in... fresh batches of foreign newspapers flooding the desks with a printed Babel in characters often as exotic as a Chinese laundryman's mark. From all over the world, the news is pouring in—colorful, vibrant, passionately alive.

With sure instinct, based on long and intimate personal contact with many people in many lands, The Digest editors select from this seething flood of foreign news the significant subject to be featured in the week's "Foreign Comment".

A cablegram speeds to The Digest's foreign correspondent at the scene of activity demanding the newest, hot-off-the-griddle developments.

Foreign language papers are combed for pertinent news—articles the average American reader would never see, and couldn't read if he did. Editorials from foreign periodicals (often received by The Digest by wire) are seized as they arrive and minutely reviewed.

Trained researchers dig for origins—background—hidden elements. The reference library collects material covering the story from every possible angle.

Viewpoints of the American press are marshalled that an unbiased presentation may be made.

The art editor hunts for all available pictures—then weighs, winnows, discards, till only the choicest remain, to add their own dramatic impact to the printed words of the story.

At last the story is written. Then it must be boiled down—thousands of words cut out, condensed, before it is ready for the presses.

Result — a brilliant distillate! Complete yet sparkling. Thoroughly unbiased. Readable — exciting — packed to the margins with the thrilling stuff of life!

This is the magazine whose content invites your reading and whose low rate invites your advertising.

The Literary Digest

of the newsprint circular printing division of the Polish News, joins the Beard Printing Co., Detroit. He will handle the sales promotion of newsprint color printing for national advertising accounts.

Norman A. Jones is appointed district mgr. of Missouri by Frankfort Distilleries. His headquarters will be moved to the Boatmen's Bank Bldg., St. Louis. Before prohibition Mr. Jones was with Cascade Distillery; most recently he was middle-western division mgr. for Schenley.

E. R. Berkeley becomes mgr. of Leonard Refrigerator's merchandising division. A specialist in appliance sales, he was formerly southern territory mgr. for the Premier division of Electric Vacuum Cleaner Corp.

Dr. Franz Gartner is appointed s.m. of the Martin Mfg. Co., Bloomfield, N. J., to direct promotion of two new models of the Martin Motor Analyzer.

He-Ne Be-Ne

A land flowing with milk and honey exists only in Heaven and the Bible, but you can get He-Ne Be-Ne, honey and butter combined in a spread, at chain stores. The product, developed by Cornell Research Foundation, Inc., is marketed by Waltham Systems, Inc., Buffalo, N. Y.

It is said to remain smooth, lumpless, soft enough to spread on bread, toast, waffles, and pancakes, in the decorated carton which may be placed

on the table.

Electric Comforter

It's a long way from your grand-sire's warming-pan or hot brick between the sheets to an electric comforter that never gets too hot, that automatically puts on more heat when the temperature drops, but General Electric has made the journey.

GE's comforter, unlike ordinary heating pads, does not give concentrated heat at any given point. Instead, it diffuses a gentle warmth over the whole bed. Between its two outside washable coverings are many feet of fine, flexible wire in zigzag pat-tern. From a terminal a cord leads to a small control box containing an adjusting mechanism, a thermostat, and a transformer. Another cord is plugged in to any nearby outlet.

The transformer changes household current to 23 volts, eliminating possible shocks. Inside the comforter several tiny thermostats can shut off the current in case the comforter is piled or rolled, thereby running up the temperature at a certain spot. Once a user sets the rheostat on the control box, he can snooze undisturbed by heat wave or blizzard.

3-Hour Phone Sales Campaign Moves 11,000 New Washers for GE

NENERAL ELECTRIC CO.'s appliance and merchandise department, Bridgeport, Conn., in a whirlwind three-hour sales campaign conducted through a long-distance telephone hookup, booked orders for 11,000 washing machines of its new model, with a total list value of more than a million dollars.

Distributors, 68 of them, in the United States and Mexico City, had been requested by headquarters to hold a meeting of executives and salesmen in their offices at a given time on the date set for the telephone hook-up. Telephone officials had arranged the mechanical details including loud-speaking equipment whereby the Bridgeport organization could speak simultaneously to groups of jobbers located in each territorial region, in rotating order, with one territorial region being cut into a hook-up with Bridgeport after the previous one had been contacted.

The district drive manager, or sales promotion manager, of each distributor, had been previously supplied with complete information on what was to happen, in order that he might lay his plans for follow-through. A showroom model of the new washer had been sent to him, carefully wrapped, with instructions that it was to be unpacked and placed on view to the assembled group only a few minutes before the telephone conversation

Coast-to-Coast Conference

On the appointed day the switch was thrown for conversation with the first group. The voice of John M. Wicht, manager of home laundry equipment sales, went out over the wires from Bridgeport.

"Hello, everybody," he said. "This morning, every distributor in the country, and even in Mexico City, is holding a sales meeting. I am taking this means of attending each meeting and giving you my message in person.

"In your meeting room you should see a sparkling new General Electric or Hotpoint washer. This, gentlemen, is the newly designed 'Time Saver' model.' Mr. Wicht went on to explain the salient features of the washer, and to tell of the intensive merchandising program that was scheduled for it. At the conclusion of his brief talk, he revealed that thousands of the washers were in the warehouses and freight cars ready to be

loaded and sent on their way. Then, speaking directly to William H. Kayser, of the G. E. Supply Corp., at Boston, with the other groups listening in, he said, "Bill, you've seen the washer, and you've heard of our plans. How many will you take, as a starter?"

"I'll take a carload, and, unless I miss my guess, we'll be ordering a few more carloads pretty quickly," answered Mr. Kayser.

"Fine," said Mr. Wicht. now, let's hear from Lee Williams, at Newark. How about you, Lee?

"I've got all the boys here, John," responded Williams. "We've had a thorough look at the new 'baby,' and she looks mighty good to us. Just for a starter put me down for a carload, with more to come.'

And so it went, until 196 carloads had been ordered, with shipment promised for the ensuing Monday, two days later.

Tie-ups Followed Fast

Immediately following the meetings, and by pre-arrangement with Western Union, packages of campaign material were handed to the district drive managers. This material included broadsides, which, upon authorization from the district drive manager, were mailed at once by Western Union to every one of the distributor's retail dealers.

On Monday morning, following the meeting, each jobber's salesman was handed what the telephone company calls a "sequence list"—containing the names and addresses of all his dealers. He was instructed to go to the telephone company's offices where, upon being given a special office, also an operator to call his dealers for him, he delivered a prepared sales talk to each, and made arrangements to visit and discuss the new washers with them.

As each dealer placed his order for washers, he was given a kit of promotional material that comprised window streamers, displays, folders, newspaper advertising, mats, and copy for radio

'spot' broadcasts.
"From this point on, say GE's Bridgeport officials, continuous contact will be maintained with distributors and dealers, to keep the promotional machinery running in high gear, so that ensuing days may see an increasing number of new and repeat orders coming in to headquarters.

"In the News" means "In Demand"



The "Hoover" with Bakelite Molded hood is News

WHEN THE NEW Hoover Cleaner was announced this fall, editors immediately recognized the news value of its revolutionary design and the conspicuous part played by Bakelite Molded in its appearance and construction. Styled by Henry Dreyfuss along original lines, one of the most striking features of the new Hoover is the permanently lustrous dark gray Bakelite Molded hood for the motor.

But the use of Bakelite Molded does not end with the hood. A total of fourteen Bakelite Molded parts of many sizes and shapes are used for the improvement of mechanical and electrical design and performance. The use of this material provides strength combined with light weight, and resistance to heat, moisture, oil and abrasion.

Manufacturers of appliances and devices not only gain production, design and performance advantages through the use of Bakelite Molded but sales advantages as well. In the mind of the public the word "Bakelite" is a synonym for quality and the use of Bakelite Materials is an aid to consumer acceptance.

We invite manufacturers to consult us with regard to the probable advantages of Bakelite Molded for their own products, and also to write for a copy of our 48-page illustrated booklet 26M, "Bakelite Molded".



New Hoover Cleaner, showing the Bakelite Molded hood. Designed by Henry Dreyfuss.

BAKELITE CORPORATION, 247 PARK AVENUE, NEW YORK, N.Y. BAKELITE CORPORATION OF CANADA, LIMITED, 163 Dufferin Street, Toronto, Ontario, Canada

BAKELITE

No registed trade make above delirquish americk

Bakelitation

THE MATERIAL OF A THOUSAND USES

NOVEMBER 15, 1936

[843]



Green River's Halloween hoopla in one of Baltimore's main streets.

BY LAWRENCE M. HUGHES

Here's a good sample of a short, lively campaign hung on a news peg. It jumped Green River's distribution from only 100 or so liquor outlets in Baltimore to about ten times that number.

Four-Day Election Campaign Lifts Green River Whisky Sales 311%

VEN a strong brand has its weak spots. Although newspaper surveys have shown Green River blended whisky of Oldetyme Distillers, Inc., ranking first in the under-a-dollar class in New York City, Buffalo, Rochester, Kansas City and other markets, Baltimore has not been included.

In Baltimore, Green River sales have not been good at all. Among the 1,100 retail liquor licensees in that city probably not more than 10% car-

The last week of October was notable throughout the country on a couple of counts—the presidential election campaign and Halloween. Every city, of course, got excited about the election; but Baltimore particularly, it seems, has a habit of getting excited about Halloween.

People in other cities may hold spooky parties and small boys generally raise considerable devil, but there is nothing official or unanimous about it. In Baltimore, on the other hand, Halloween takes on the importance of Mardi Gras in New Orleans.

Oldetyme harnessed both these circumstances in a successful campaign to crack this market. It was called an "Election Sales Campaign." And because most campaigns are so long-drawn-out that even the most fervent partisans are liable to cool, it was concentrated in just four days. It began on Wednesday, October 28, and was

rushed to a climax on Halloween, October 31.

Louis Gordon, general sales manager, originated the idea, and K. H. Seidel, advertising manager, went down from New York in the role of James A. Farley. With him went a promotion crew of ten.

Official leaders of the campaign, however, were Baltimore people. On the letter-head of "Green River—The Choice of Every Party," Stuart W. Fischler, Oldetyme's Maryland representative, was campaign manager. The advisory committee consisted of the three distributors, and the committeemen were the 31 salesmen of these three concerns.

First consumer announcement was a 600-line ad in the News-Post and in the Afro-American, a weekly particularly strong among the city's large colored contingent. It pointed out that "many preferences change with the times. But chief among America's all-time loyalties is Green River—an unchallenged favorite for three generations"

Before this ad was read, however, all the 1,100 retailers had received the first of four daily letters announcing and reporting the progress of the campaign. These appeared, of course, on the red-white-and-blue "Vote for Green River" stationery. Retailers were urged to "stock the brand your constituents want. Vote the Green River ticket and your cash register will

tally the largest plurality you've ever polled."

Then the promotion crew got busy installing "Vote Here" cards at all establishments which would stock Green River. The campaign had already gained so much momentum that each came out from each place with an order—whether it ranged from three bottles to three cases. "Vote Here" cards also were installed, for publicity sake, in barber shops and bus terminals, bootblack stands, grocery and drug stores, and other places.

The News-Post merchandising crew took dealers reprints of the newspaper

ad.

"Vote Green River" buttons, big enough to make a Landon sunflower turn green with envy, were pinned on barkeepers and dealers, on some waiters and a lot of newsboys and bus starters. Two thousand window cards in color were tacked up in stores and restaurants, and 2,000 duplicates of it on thin paper were available for pasting-up where they could not be tacked. A dozen sandwich men were employed to carry the Green River message up and down Baltimore streets and to distribute 10,000 throw-aways about the election.

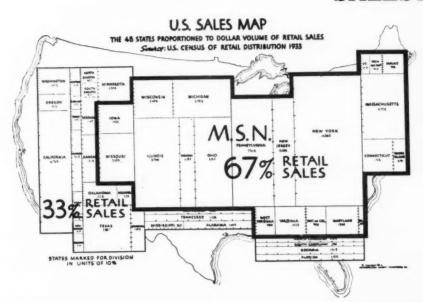
No sales contest was involved in the campaign—no special price or other incentive. Just a concentrated deluge of "Vote Green River" propaganda.

The climax came Saturday night. (Continued on page 871)

This is a geographic map of the United States. It shows only the location

of places and their relative area. It identifies the Metropolitan Sunday Newspapers' Area as 20% of the United States total, located in the Northeastern part of the United States.

BUT, this is a SALES MAP of the United



States. It shows importance from a Retail Sales point of view. Enough said.

Metropolitan

 Bottimore SUN-Boston GLOBE-Buffolo TIMES-Philadelphia INQUIRER Chicago TRIBUNE-Detroit NEWS-New York NEWS-Pittsburgh PRESS Cleveland PLAIN DEALER-St. Louis GLOBE-DEMOCRAT-Washington STAR Gravure Comics Color METROPOLITAN SUNDAY NEWSPAPERS. INC.

weekly

Boston HERALD—Buffolo COURIER-EXPRESS
 Detroit FREE PRESS-New York HERALD TRIBUNE
 St. Louis POST-DISPATCH—Washington POST

THE LARGEST CIRCULATION IN THE WORLD—FROM 6 1/2 TO MORE THAN 8 MILLION FAMILIES

Organization News

The San Francisco Sales Managers' Association at its November 5 meeting heard Hugo Bedau review the book "The Sales Strategy of John H. Patterson"; heard George W. Davis in an economic review entitled "An Appraisal Following the Election" and engaged in an open forum discussion on the talk delivered by J. B. Gilbert on "My Pet Practice in Sales Management." The talking picture put out by the Dictagraph Sales Co., entitled "Two Salesmen in Search of an Order," was presented as a special feature of this same meeting through the cooperation of J. H. Best, district sales manager for Dictagraph.

The Sales Managers' Association of Philadelphia is scheduled to hear, at its meeting of November 15, Frank W. Lovejoy, sales executive of the Socony-Vacuum Oil Co., who will speak on "The Morning After the Night Before."

In addition to the speakers mentioned in SM on November 1, the speakers at the Tenth Anniversary Sales Executives Conference of the Sales Managers Bureau of the St. Louis Chamber of Commerce, held November 13, included W. W. Shoemaker, vice-president and general sales manager, Armour & Co., Chicago, and Walter Daily, vice-president in charge of sales, Manz Corp., Chicago. The latter spoke on "Coordinating Advertising and Sales Effort in Marketing."

Recent weekly programs of the Sales Executives Club of New York included talks by Grover Whalen as president of the New York World's Fair to be held in 1939, and by Fowler Manning, president of the Standard Air Conditioning, Inc. At another meeting the famous team of Borden and Busse presented a dramatic film they

made for General Electric's sales staff, entitled "How to Make a Sales Presentation Stay Presented," Richard C. Borden, sales manager for Borden's Milk, made the introduction in person. Alvin Busse, who is the other member of the team, is professor of public speaking at New York University.

The American Marketing Society, in cooperation with the National Association of Marketing Teachers, will hold its annual meeting—the first held jointly by the two groups prior to the merger, on January 1, into the American Marketing Association—on November 27-28. The sessions will be divided into several parts under several headings. Under the subject, "A Marketing View of Competition," the speakers include Jacob Rosenthal, Schonbrunn Coffee Co., New York; Gustav Seidler, National Resources Committee, Washington, D. C.; Edwin B. George, Dun & Bradstreet, New York; Corwin D. Edwards, National Recovery Office, Department of Commerce, Washington, D. C., and Donald E. Montgomery, Consumers' Counsel, Agricultural Adjustment Administration. Under the Past-Presidents' Symposium, the speakers will include Paul T. Cherington, Louis D. H. Weld, Paul H. Nystrom and Frank M. Surface. Under "Marketing Techniques" the speakers will include Malcolm J. Proudfoot, Census of Business, 1935 Bureau of Census, Department of Commerce, Philadelphia; Frank T. Hypps, assistant professor of marketing, Wharton School of Finance & Commerce, University of Pennsylvania, Philadelphia; Nathanael H. Engle, assistant director, Bureau of Foreign and Domestic Commerce, Department of Commerce, Washington, and Elmer Wheeler, president, Tested Selling, Inc., New York City. A Poser Smoker will be conducted by Bernard Lichtenberg, president, Institute

of Public Relations, Inc., and Paul T. Cherington, Cherington & Roper. The Friday evening dinner, in addition to the presidential address by Frank R. Coutant, will feature talks by John Benson, president, American Association of Advertising Agencies, who will speak on "Advertising Looks Ahead," and Remington Davis Webster, president, International Manufacturing and Marketing Corp., whose subject will be "Does Intuition Transcend Research, or Are Trips to Peoria Necessary?" The Saturday morning session, entitled "Marketing Horizons," is to include talks by John Guernsey, distribution economist, Bureau of the Census; Ben Nash, president, Ben Nash, Inc.; Paul H. Nystrom, president, Limited Price Variety Stores Association; Leonard J. Raymond, president, Dickie-Raymond, Inc., and Sydney Edlund, president, Life Savers, Inc. At the Saturday luncheon the three speakers and their subjects will be Archibald M. Crossley, president, National Association of Marketing Teachers, and Howard T. Hovde, chairman of the Program Committee.

Marketing Men to Meet

At the 11th Annual Meeting of the Marketing Divisions of the American Management Association, held at the Pennsylvania Hotel in New York on November 12 and 13, the speakers and their subjects included: Fowler Manning, president of Standard Air Conditioning, Inc., who spoke "The Training of Sales Executives"; G. H. Armstrong, dean of the IBM School, International Business Machines Corp., who talked on "Training Salesmen Under Today's Conditions"; Dr. Willard L. Thorp, director of Economic Research, Dun & Bradstreet, Inc., on "Effect of the Robinson-Patman Act on Business Practice"; Eric A. Camman, partner, Peat, Marwick, Mitchell & Co., whose subject was "Sales Cost Accounting Under the Robinson-Patman Act"; Percy S. Brown, secretary-treasurer, Consumer Distribution Corp., who talked on "An Appraisal of the Future of Consumer Cooperatives"; Murray D. Lincoln, secretary, Ohio Farm Bureau Fed-Lincoln, secretary, Ohio Farm Bureau Federation, on "The Consumer Co-operative in Action"; Frederick B. Heitkamp, sales executive, American Type Founders, Inc., who spoke on "Effective Sales Tools"; G. Charter Harrison, G. Charter Harrison Associates, who discussed "Marginal Balances"; Elmer Wheeler, president, Tested Selling, Inc., on "Tested Sentences"; A. C. Nielsen, president, A. C. Nielsen Co., who spoke on "Profits from Practical Marketing Research," and Edgar Kobak, vice-president, Lord & Thomas, whose subject was dent, Lord & Thomas, whose subject was Today's Basic Problems of Sales Admin-

At the meeting, held on November 13, of the Sales Managers' Club of the Rochester Chamber of Commerce, Edward M. Johnston spoke on "What To Do and How To Do It."

Recently enrolled Executive Members of the National Federation of Sales Executives include: Wm. C. Wheatley, manager, F. S. Royster Guano Co.; John H. Stutt, eastern sales manager, E. I. du Pont de Nemours & Co., Inc.; A. R. Kneibler, vicepresident, Coopers, Inc.; H. H. Frey, Globe-Union, Inc., and J. E. Ingram, general paint manager, Pittsburgh Plate Glass Co.

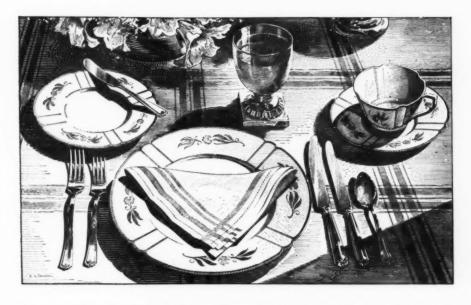
National Federation of Sales Executives to Meet in New York, December 15

The Semi-Annual Meeting of the National Federation of Sales Executives will be held in New York on Tuesday, December 15, in cooperation with the Sales Executives Club of New York. The main ballroom of the Commodore Hotel has been selected as the place of meeting.

The sessions will consist of three parts—a luncheon with one speaker, an afternoon session with a group of speakers, and a dinner with two speakers. The theme of the meeting will be "What Lies Ahead Affecting Sales and Marketing."

Frank Coutant is chairman of the committee representing the Sales Executive Club of New York, and Warren Rishel, who headed the recent Mock Trial of the Robinson-Patman Law, will act as general chairman for the Federation. The program promises to be an outstanding one embracing many important phases of what lies ahead, as seen by outstanding authorities.

HE POPULARIZES the Science of Nutrition



How a persistent Editor simplifies this vital phase of public welfare through an utterly different Editorial Technique

A FEW years ago food was merely "something to eat." The common idea was to fill the stomach with anything edible.

The science of nutrition was little known, as was the importance of wholesome food upon public health and national welfare.

Today, when a professor of medicine of Harvard University is chosen as the Nobel Prize winner, the award is based on his knowledge of nutrition, a subject which he says "ultimately concerns the welfare of man and his place in future history will depend on what he eats."

Today millions of people have a better understanding of what to eat and how and why and when. Knowledge has replaced ignorance. "More has been learned about the science of nutrition," says the Nobel Prize winner, in tracing its popular acceptance, "in the last quarter of a century than in any other period in the world's history."

One of the pioneer forces that has brought about this great change is the tireless, fifty-year crusade conducted by Bernarr Macfadden. Sometimes called a "health-crank," he has seen most of his ideas widely accepted. Macfadden spent a fortune on the science of nutrition and in expounding facts about food in relation to health. He pioneered in practical research, turning theories into truths.

Macfadden's success in "selling" his ideas to the public lies in the strangely effective *Editorial Technique* which he has developed over the years. His powerful Technique is the foundation-stone of his whole group of successful magazines.

The Macfadden Editorial Technique means editing close to life as people live it. It talks the language of forward-looking millions. It deals with subjects governing their lives—health, love, success—things that affect its readers personally. Always this editorial enthusiasm carries interested millions along with it—never preaching at people...it talks to them in these unique magazines in a friendly, vital way.

The pioneer magazine to which this Technique was applied—Physical Culture—leads today in health education. The pages of True Story and the Women's Group bring inspiration and hope. Alert, newsy Liberty dramatizes its readers' current interests in fiction and in fact. Truly, Macfadden Magazines regularly affect the lives of millions of ambitious and responsive people.

Threaded through all Macfadden Magazines is the secret of their success — the vivid, humanized Macfadden Editorial Technique, an intimate and stabilized tie between Editor and Readers — and that accounts for the great, ever-increasing effectiveness of advertising in Macfadden Magazines.

This series of advertisements is sponsored by Physical Culture, the first of the family of Macfadden Magazines

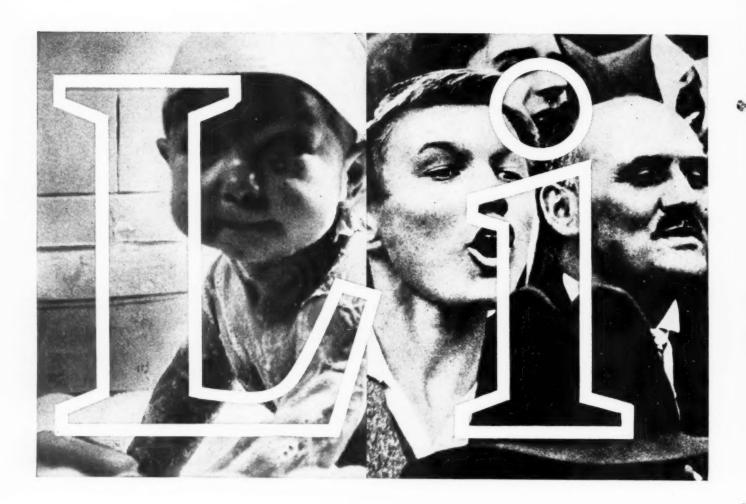


 $\textbf{LIBERTY} \cdot \textbf{TRUE} \ \ \textbf{STORY} \cdot \textbf{MACFADDEN} \ \ \textbf{WOMEN'S} \ \ \textbf{GROUP} \cdot \textbf{PHYSICAL} \ \ \textbf{CULTURE} \cdot \textbf{PHOTOPLAY} \cdot \textbf{THE} \ \ \textbf{DETECTIVE} \ \ \textbf{GROUP}$

New York • Chicago • Boston • San Francisco • Detroit • Toronto • Montreal

November 15, 1936

[847]



OUT NOVEMBER 19th BUT...

THE NEW LIFE WAS BORN BEFORE ITS BIRTHDAY

No crystal-gazer, LIFE, the weekly picture magazine, withholds any prophecy of how successful an advertising medium it will be.

But certain prenatal facts about LIFE reveal tangible evidence that will probably interest advertisers: **ORDERS:** LIFE has on its books pre-publication orders for over 1000 pages for advertising:

CIRCULATION: On its subscription galleys LIFE has 201,645 subscribers.

PICTURES have been a vital stock in trade of LIFE's parent organiza-

[848]

SALES MANAGEMENT



tion, TIME Inc. TIME has made increasingly wide use of newspictures since its first issue in 1923. Fortune has advanced the beautiful reproduction of pictures, and introduced to America Salomon's candid camera. The screen's March of Time in three years has taken, witnessed, and edited miles of fact picture film.

PICTURE SOURCES: LIFE becomes a picture magazine with access to pic-

tures from all over the world, supplied by the leading picture agencies and by many well known photographers who have joined LIFE's contributing staff.

* * *

In brief, LIFE does not predict its future, but as it comes into being this Thursday, November 19th, it feels it is in a position to assure advertisers that it has done its preliminary best to make itself a good magazine and good advertising medium.

10¢
EVERY WEEK

ADVERTISING OFFICES

135 EAST 42ND ST., NEW YORK

Hmph!

we have one every day...

The week following the National Automobile Show, Newark's dealers will put on their own gold braid and brass buttons for the North Jersey horn-honkers. For six days and seven nights, men, women, and children will storm the Armory for a glimpse of the 1937 streamlined gashoneys. Finally, they'll go home, hearts full of desire, pockets full of nice literature. But there'll be a lot of smart folks who'll bury themselves in their armchairs and the NEWARK EVENING News (both favorites, you know) and see the show in comfort; without confusion, parking problems, aching necks, or barking dogs-and learn a good deal more about the same cars others are fighting to just look at. But every day is an automobile show in the NEWS, America's No. 1 automotive medium. If you don't believe it, page Media Records! Practically every car made parades through News' pages before eager eyes, flirts with daring purses. It's like that with everything that's advertised in the NEWS; it gets action.

Newark Evening News

NEWARK, NEW JERSEY

O'MARA & ORMSBEE, INC., General Advertising Representatives, New York, Chicago, Detroit, Boston, San Francisco, Los Angeles, At-

Food & Drug Bill to Be Pushed, With a New Sponsor Perhaps

(Continued from page 795)

a chance to rule on them until after the Amendment was a part of the Constitution. This means that the legislative calendar can continue in its own way unhampered, once the resolution calling for the amendment has been passed by the Congress.

The Amendment should not be held up. For the poll results indicate that the people want what the President

wishes them to have.

Other bills are pending.

Mr. Patman has already drawn amendments for the Robinson-Patman price discrimination Act of last session. The Walsh-Healy Government Contracts Act is in for clarification. Already the Government has seen fit to back down on its demands that the automobile manufacturers cease splitting their bids in an effort to circumvent the Act. And the red tape of this Act is a bad feature.

Action is unlikely on the O'Mahoney Licensing bill of last session and the Tydings Resale Price Maintenance proposal, though agitation in those

quarters is certain.

And also likely, though not certain of enactment, is a new Food and Drug measure from Mr. Copeland's desk. Already the Senator has had many conferences on the matter, and is drawing up a new bill, using the old S.5 of last session as a basis.

F. D. R., Copeland Unfriendly

Messrs. Copeland and Roosevelt have not been too cordial to each other of late, and it is doubtful if a Copeland measure would receive wholehearted Presidential support, no matter how worthy it might be. The New York Senator has been unflinching in his criticism of the President and last session he blocked several proposals the President wished introduced into the Rivers and Harbors Act. Last session also the President refused to say that the Food and Drug bill, S.5, was on the must list of legislation, though there was every indication that he wanted it and that he would say so. But instead he kept quiet, and the bill failed of passage.

This session other measures will be introduced. Again it is possible that the President will give his support to none of them. For years the Copeland Bill has been "the" Food and Drug Bill. In face of this the President

could hardly give support to another measure on the same principle. Nor is he expected to endorse the Copeland measure.

Instead there is rumor that Mr. Copeland might be asked to resign his position as chairman of the important Senate Commerce Committee. While this is unlikely, from present indications, the fact of the rumor contains its importance. It shows how little love and cooperation actually exists between the Senator and the President.

But while the Food and Drug Bill situation remains clouded, the prospect

of crop insurance clears.

Administration spokesmen have indicated that they would proceed cautiously in agricultural matters and allow the farmers themselves to set the course. But that does not preclude the fact that present trends indicate that crop insurance is first on the agricultural must list of legislation, with the farm tenancy bill second. Secretary of Agriculture Wallace has right at his finger tips the many reasons for the need of insuring the farmer against heavy losses arising out of weather causes and other factors outside his control.

Building Boom in 1937

Meanwhile private business has looked at the election returns. The market rose, and the steel men upped the wages of some 600,000 laborers, which should preclude at any rate a strike this Winter in the now booming steel industry, an industry which is slated to boom even further.

For there is a vast program of housing expected the next year. In the past three years scarcely a billion dollars has been spent on private housing. In the next year, three times this amount is expected. Much of this should come in the pre-fabricated housing industry, much in the individual homes and apartments. But no matter how it comes, when it comes other industries will feel the beneficial effects.

Air conditioning, steel, copper, tile, brick, masonry, lumber, plumbing, glass, furniture, textiles, and many more all fall under the spell of a prosperous housing season. And while not extending much direct aid, if any, the Government will through propaganda abet such a movement and such a

Celluloid Corp. appoints Walter L. Adams director of sales of the Amerith-Art ivory toiletware division. William M. Buttrick is appointed assistant. This is in line with plans for expansion of this division in the toiletware field.



FINE FEATHERS <u>DO</u> MAKE A FINE BIRD! Appearances <u>Do</u> Count . . . First Impressions <u>Are</u> Lasting!

A fine bird is all the finer for its gay feathers, and a sound sales presentation or a good product is all the more salable if its cover sparkles with character. Your sales prospects form a first and lasting impression of your product from its package, of your catalog from its covers. That's why the right cover material is important!

Lexide is an all-purpose cover material that packages

merchandise invitingly... covers catalogs attractively... presents sales facts impressively!

Low in price to begin with, Lexide possesses favorable working qualities that guarantee outstanding appearance, unquestioned durability and speedy, economical processing.

A blend of cotton fibers and rubber latex produced under strict laboratory and factory control, Lexide gives clear, sharp embossings and an exceptional, longlasting finishing surface. Lexide is also perfectly suited for key-ring cases, card cases, brief cases, portfolios,

sample kits, and novelty boxes.

Lexide has many uses. If you have a particular job...we will be glad to submit samples and discuss the proper Lexide for you to use. Your supplier can furnish you with genuine Lexide—or write direct to: LATEX FIBER INDUSTRIES, Inc. BEAVER FALLS, N.Y.

ffxidt



LETTERS ALES

MAXWELL DROKE BY

Do You Prefer Letters Hardor Soft-Boiled-and Why?

One of my good correspondents writes to take friendly issue with me concerning a series of collection letters, quoted in the pages of this estimable publication not long ago. "For example," he writes, "Letter No. 1 begins 'In making out your customary remittance on the 10th'.... You aren't kidding the recipient of your letter. He's not accustomed to making out remittances on the 10th, or you would have gotten yours. Then you say, '... it appears that you overlooked us.' 'Appears?' You know damned well he did! Aren't your words a little soft-soapy? Salve is all right in its place, but that gentle, firm touch, letting the debts browned. the debtor know you want your money, and want it NOW, works much better." On his side my correspondent has much

logic, but little psychology. It is true, as he points out, that if the debtor habitually made out remittances on a definite date, he probably would have included a check for

us. But we must bear in mind that this letter goes out at a very early stage in the collection program. Harsh measures are scarcely indicated. The philosopher Confucius once coined an epigram concerning the advisability of permitting a miscreant "save his face. That is the idea here. By providing an alibi, we give



Maxwell Droke

the debtor a more I think that a little comfortable feeling. soaf-soap at the beginning is very likely to

speed collections.

It might be interesting, at this point, to stir up a little controversy amongst the advocates of hard- and soft-boiled words. Would anyone in the audience care to say a few words?

"Remittance" Isn't Very Long, But It Scares Some People

Incidentally, this same correspondent makes a point with which I am in hearty accord. "Isn't 'remittance'" he asks "one of the antiquated words that should be given decent burial without further delay?"

Singularly enough, the credit manager of an installment furniture house brought up "We have the same point not long ago. "We have discontinued using the word 'remittance,'" he told me, "because some of our customers he told me, "because some of our customers seemed not to understand just what we meant. Nowadays we aren't taking any chances. We just ask a debtor to 'pay a little something on this old bill!' "

Like, "In reply would state," "Yours of the 14th inst., duly to hand," and other threadbare phrases, "remittance" is all

washed up.

You'll Want to Sell Delinquents Again, So Don't Be Too Uppity

Sometimes, I think, the over-zealous col-lection correspondent does not fully con-sider that a majority of our delinquents represent customers whom we confidently hope to serve again. Thus, particularly in the earlier stages of the collection program,

the earlier stages of the collection program, our problem is not only to get the money, but also to conserve good will.

And having made the collection—what then? Isn't there a chance for a "thank you" note that will stimulate future relations? The John S. Swift Co., planographers, apparently think so. Here's a letter they have been using. I like it a lot:
"Collecting money from people isn't a

"Collecting money from people isn't a very nice job—until we are able to do business with someone as fair and considerate as you are, and who handles his indebtedness in the nice manner which you

"We can sincerely say that it has been a real pleasure to work with you, and we hope that it will not be too far in the future when the opportunity again presents

itself to be of service.
"Thank you, Mr. Blank."

Turn Liability Into Asset by **Boldly Making a Clean Breast**

When you try to evade an apparent sales obstacle, or pussyfoot around it, you often succeed merely in emphasizing the difficulty. Not infrequently, the soundest policy is to boldly spotlight this particular point, and thus, through adroit handling, turn your obstacle into an actual advantage. The Regal Stores, Inc., a voluntary grocery chain, found it comparatively simple to interest prospective members—until they

to interest prospective members—until they revealed the fact that membership involved a service charge of \$25 a month.

point prospects balked.

Finally, they determined to try a new approach. Instead of trying to dodge the service charge, they would make an issue of it. Accordingly, an elaborate presentation book was prepared, bearing on the cover simply these words: "WHAT!!! \$25 a Month?" Then the text struck out

boldly with this explanation:
"We make no effort to conceal or 'softpedal' the point that membership in this selected Regal group (if you are able to qualify) will require a payment of \$25 a month—indeed we flaunt the fact on the

Standing Invitation

Mr. Droke is always glad to criticize sales letters and direct mail messages for our subscribers. There is no cost or obligation for this service. Address him in care of service. Address him in care SALES MANAGEMENT, enclosing stamped, addressed envelope.

cover of this book. After all, you no longer believe in Santa Claus. If you are getting value, you expect to pay for it. the service fee were \$100 a month, and you made a satisfactory profit on this investment, you would have no kick coming. On the other hand, if it were only \$5 per month—and you did not receive full value -you would be justified in protesting that the fee was too high. It isn't what you pay but what you get for your money that

How to Skip a Bog of Inertia in Answering Questionnaires

About the time we come to the conclusion that there is nothing new in the old game of questionnaire-ing, someone comes along with a new quirk that works. Among the latest to qualify is Réné Pepin, director of the Bureau of Market Research for Household Magazine. His is about the simplest possible form—a double Government postal card, with a processed message. No attempt whatever at "dressing up." A test thousand of these cards were mailed to retail druggists (a field heavily questionto retail druggists (a field heavily question-naired) asking whether they stocked a certain deodorant. Ordinarily you wouldn't count on a very heavy return; but ingenious copy, in this case, brought truly amazing results. Within a very short time results stood at a new high—36.5% of the cards had been returned! The final figure, I imagine, is even higher. And here's the approach that did the trick:

Dear Mr. Druggist:
"Would you help a young lady in disress—Sir Walter Raleigh-like? You know! "Riding on a street car, would you give your seat to an elderly lady?

Would you interfere if you saw boys

stoning a cat or a dog?
"If the answer is 'yes' to all three questions, you will surely help prevent a loss of 2,000 pennies. My company is mailing 1,000 of these double postals to leading druggists in various states. Certainly you are both courteous and kind enough to return the other half, together with your

answer to the two questions shown there.
"Thank you!"

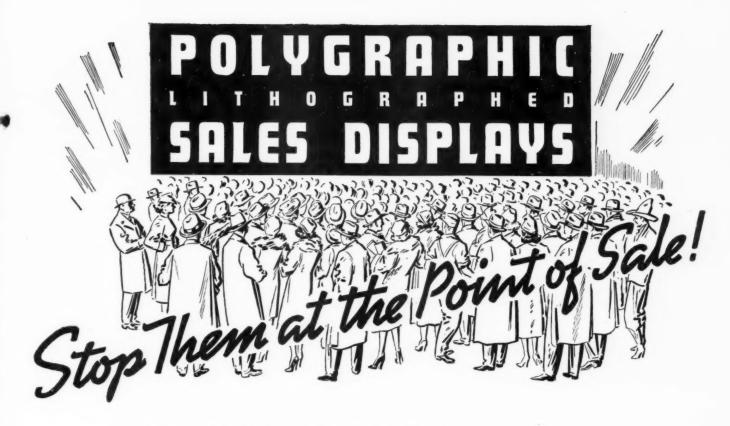
Just goes to show how a little ingenuity may sometimes double and treble your returns, without the expenditure of a single extra penny.

A graceful gesture by Curtis 1000, Inc., A graceful gesture by Curtis 1000, Inc., Cleveland, to customer-firms that have suffered a loss, through death, of one of the staff is the following note:

"It was with genuine regret that we read of the death of your purchasing agent, Mr. Blank. Thank you for including are more those who were notified of

ing us among those who were notified of

"We hope that you will be fortunate in securing, to take over his important duties, one who will be equally loyal to your interests and courteous to the selling profession."



Polygraphic Lithographed Sales Displays are conceived by men who know from experience what makes people buy and how to stop them at the point of sale. Polygraphic ideas are original, stimulating, and arresting.

Spend your display dollars for Polygraphic quality — the invariable result of the most modern lithographic equipment obtainable, operated by the most expert craftsmen available. Polygraphic quality is faithful reproduction brought to a new technical high.

Put your display dollars to work with Polygraphic speed—made possible by a modern plant operating day and night under perfect lighting conditions. Polygraphic speed gives you your sales displays when you must have them for seasonal or "over-night" use.

Stretch your display dollars with Polygraphic prices—prices that only an ultra-modern, efficiently organized plant, producing a large volume of lithographic work, can possibly provide.

Invest your display dollars in Polygraphic ideas. Write us—or call MUrray Hill 4-1200 on your next display

POLYGRAPHIC COMPANY OF AMERICA, INC.

Creative Offset Lithographers

310 EAST 45th STREET, NEW YORK

Safe Rules to Follow When You Entertain a Customer

Played, and always will play, an important part in selling. Entertainment may be subtle or it may be flamboyant. The entertainer may be economical or he may be extravagant. Methods, costs and the time spent in entertaining to sell, of course, must depend upon a number of things.

Let us admit that there is always a motive behind entertainment. The motive is immediate or future profit. That, instantly puts a limitation upon the amount of entertaining that can be done. If the customer is in the market for a two-oared skiff he cannot rate the same amount of entertainment that would be the reasonable due of a man seeking an ocean liner.

"Diamond Jim" Brady was one of the most extravagant and picturesque entertainers who ever sold goods in the United States. Himself a gourmand, his feasts rivaled those of the Roman

emperors.

How could he do it? And why? Simple, "Diamond Jim" Brady was a salesman who peddled railroad supplies. He came along when railroads were in a period of vast expansion. He took single orders running into millions of dollars. Investors all over the world were buying American railroad stocks.

Every orgy Brady gave helped to sell the idea that the railroads were pouring out streams of gold to all who came into touch with their finances. If he had lived, "Diamond Jim" Brady might have done less well in the 1930's.

Yet his mark is still upon his field of endeavor for the trade will tell you that even today the railroad supply salesman is expected to entertain his prospects better, and more lavishly than the men of any other line of business in America.

If you are going to entertain a customer there are a few thoughts to keep in mind. Here are some simple rules that I, who entertained back around the turn of the century and am now entertaining customers, lay down for myself:

1. Never get a customer drunk. A customer who is getting drunk does not have his mind on signing orders. When he is drunk he cannot sign an order. When he is sobering up he has a hang-over and doesn't want to



When you take a buyer to dinner make the occasion memorable by rightness of selection and attention to details, says this old-timer who is known for being a most gracious host.

BY AN OLD-TIME SALESMAN

be bothered with orders. The morning after is no time to talk business. Get a customer drunk and very likely he ceases to be a customer.

2. Never make entertainment an orgy. If you make a customer ashamed of himself, and his actions, you have not won him to you. Possibly he will hate you for leading him into committing misdemeanors. Memory is long and he is likely to hold

it against you for years.

Make your entertainment something that your customer will remember with pleasure. If you buy him a three-inch sirloin and split a bottle of Burgundy with him he will find satisfaction in "the pleasures of digestion" and, after the dinner, will be in fine mood to talk business. He will then go home and tell his wife about the excellent dinner he had and will tell her what a wonderful host you were. You've sold him on yourself.

4. If his wife is with him see to it that she is invited to dinner. Getting on the right side of a buyer's wife is always important. Be a gentleman.

If opportunity offers, order young turkey—baby turkey—and see that it is split and broiled. Or if baby turkey is not available, chicken flakes in curry cream with rice and Chinese kumquats will give distinction. Crepes Suzette are never an error.

The trick, to impress, is to order some very fine and unexpected dish with one excellent wine. Americans are not "course" diners. A course dinner does not impress the

guest particularly.

One fine dish and one fine wine implies quality. If you, the host, know quality in foods and quality in wines the customer carries away the impression that you deal in quality goods; that all things you contact are quality. He is likely to remember it a long time; long after you, or he, have forgotten utterly the cost of the dinner.

In fact, one fine dish and one good wine will lay a smaller burden upon your pocketbook than a mess of foods and drinks that result in nothing more than a gorge-fest. And he may re-

When the Budget Comes to Conference



One of the friends we count on is the

Sales Manager!

MANY a glamorous temptation besets the path of advertising budget makers! Least troubled, perhaps, is the Sales Manager.

He has no exposed nerves of vanity. The trees of technique cannot obscure his forest. He will not be called to account for the advertising itself, but for the increased SALES . . . and the net profit above all selling costs.

He is thinking of his salesmen ... his distributors in the various local markets ... his dealers on neighborhood street corners, and the Smiths and Joneses who live and buy there ... the neighborhoods of the Providence-Rhode Island market, for example.

He won't require any advertising expert to explain and work up enthusiasm among his staff for a good newspaper campaign. The boys are thinking of their local customers, too. And those customers think only in terms of their own neighborhood folks and the advertising that works for them.

He knows that in A.B.C. Providence are concentrated half of Rhode Island's population and 60% of the most able buyers . . . also his principal distributors and at least half of his retail outlets and sales.

In A.B.C. Providence 19 out of 20 families (2 out of 3 in the state as a whole) get their buying information and guidance from Journal-Bulletin newspapers... and they're seeking that information from no other advertising source,

What a chance to put over an impressive sales increase at minimum advertising and selling costs, for a hand-some net profit!

The more "hard headed" he is, the more surely we count on the Sales Manager as a friend at court!



Like the touchstone's quick test of the quality of gold, you get a prompt, informative test of your selling plan by applying it to this compact, responsive city - state market with the pressure of Journal - Bulletin domainance.

PROVIDENCE JOURNAL-BULLETIN

Dominating New England's Second Largest Market

Chas. H. Eddy Co., Inc. New York, Chicago, Boston, Atlanta

REPRESENTATIVES

R. J. Bidwell Co. San Francisco, Los Angeles

NOVEMBER 15, 1936

[855]

Turns Thoughts into Sales

Why The ZAIN Ad-Test Sells!

People who Try to WRITE ADS are Sure to READ ADS

THE FIRST Essential to WRITING about a product is to become THOROUGHLY **FAMILIAR** with it.

> Once having WRITTEN about YOUR PRODUCT -the name is INDELIBLY impressed on the WRITER'S MIND.

And When He Buys-He Buys Your Goods!

That's HOW the ZAIN Ad-Test WINS and HOLDS NEW trade.

We will gladly furnish information, without obligation.

ZAIN ADVERTISING SYSTEM

515 Madison Ave. Plaza 3-6326

\$60,000 in Prizes For Southern New England Contest starts January 15, 1937

call that after dining with you he did not have to resort to bicarbonate of soda.

Learn to talk a little, unostentatiously, about good foods and good wines. There is always opportunity. Your guest will respect you. Few men, epicures or no, but will gladly listen to your comment on the virtues of smoked country ham soaked in Ja-maica rum; or about lobster American in brandy sauce.

The smart host will learn if the hotel or restaurant has some special dish of which its chef is very proud. If you entertain much make it a point to get acquainted with the chef. Know his name. Many a host has impressed a guest by pressing a bill into a waiter's hand and saying:

'Give this to André, with my best wishes, and tell him that Mr. Smithers is here, with friends. Tell him we'd like to have him take special pains with a special order-for the four of us-of his famous.....

Do that and see how it comes in. And won't your guests think you the perfect host! Yes, there's often chance for a little deft showmanship in entertaining.

Learn Cities' Specialties

The intelligent host, no matter where he is, informs himself on the dishes of the city where he entertains. Pompano in New Orleans, with a bit of verbal build up, always goes over In Chicago, of course, the world's finest steaks. In New England, lobster and other seafoods. Don't forget the seasons. Always there is something that can impress.

One of the most successful beer salesmen in the middle West does much entertaining. He plays host to men who buy beer in quantity. Does he offer them beer? Assuredly not. Beer is about them all the time. The beer salesman always entertains his beer-buying friends with fine foods and champagne.

And that is common sense.

Entertainment is changing. Today, more than at any time in the past, the buyer is turning things around and entertaining the salesman. He is paying the salesman, when he does that, the honor of showing him that he considers him necessary to the scheme of things. He is saying that their relationship is reciprocal.

Very often, nowadays, if the salesman proves himself a gentleman, and is liked, he will even be invited to the rich buyer's home. If the salesman is thus invited he should go, by all means. Besides gaining special opportunity for social contacts he may learn some new angles about the nice-

ties of entertaining properly.

In almost any good home today he will be impressed with the fact that wine, once again, is functioning to supply grace and elegance. The top salesman today should be something of a gourmet. He should know foods. When he buys a customer a When he buys a customer a dinner he should make it a point to buy a dinner that the customer will remember.

The good host is intelligent, tact-ful, self-effacing. He never "pushes" food on a guest. He is subtle rather than ostentatious. He never over-entertains. He is watchful. He must make the dinner, or the party, memo-

When a salesman entertains he is buying prestige for his house and for himself. He should never forget that.

Rep. Patman Answers Questions about the Robinson-Patman Act

N an effort to help clear up preva-lent confusion in the minds of many men concerning the Robinson-Patman Act and its effects upon business, the publication Domestic Engineering, which covers the plumbing and heating field, asked Congressman Wright Patman a number of questions and got these direct replies. Some of these are set forth here as a contribution to the educational campaign now going on throughout the nation with regard to the probable operation of the Act:

Q. Do you believe that the Act as now written can be effectively applied to intrastate transactions?

A. No, but I believe that the law as now written will apply to 90% of all transactions, since any concern will be considered in interstate commerce that does any business outside the state of its domicile, or if it sells to a customer intrastate who in turn sells the goods interstate.

Q. Will the law prevent the public utility corporations from merchandising appliances (an ultra vires act) and charge the loss to the ultimate con-

A. The Robinson-Patman law does not affect public utility merchandising. My personal opinion is that it should be stopped. The only way that I know it can be stopped is for the State Legislatures to pass a law preventing it. Q. Would you advise a purchaser

to accept a discount, knowing he is getting a discount?

A. It is all right for him to ac-



KARDEX ON Wheels...

.. brings the answer directly to your desk!

NOW you can have all the sales records of an entire branch or single salesman's territory . . . right at your desk in ten seconds. The new Portable Kardex File on Wheels brings them in complete and upto-date, wheels them back to the outer office when you are through with them. If you already know Kardex you will realize what it can mean in extra convenience to have the exact condition of every account right at your desk, ready for dictation or detailed discussion. Colored signals

flash "sales up here" ... "second line slipping here" ... "not enough calls here" ... all the crisp accurate facts you need for quick decisions.

Portability is just one feature of Kardex Sales Control as developed during the past two years. Through Kardex you can dominate your whole operation, even control what your men say to buyers, how they say it. You can summarize all the sales records of the entire country into one zipper book unit, carry it under your arm, discuss

conditions intelligently in Omaha, Kansas City, San Francisco, wherever you are.

If you are using Kardex now, find out how little it will cost you to add these modernized control features. If you aren't using Kardex, please investigate what it could mean to you. With costs increasing every month, buying conditions changing over night, intelligent sales management requires every modern tool. The Remington Rand man will gladly show you details of Kardex Sales Control, with no obligation to you. Or write Remington Rand Inc., Buffalo, N. Y.

OK..it's from
Remington Rand

THREE NEW STEPS TO SALES CONTROL WITH KARDEX



 CUSTOMER ANALYSIS Visible cards with colored signals show sales compared to potential, last time salesmen called, date of last order, sales by lines. If desired, records can be installed in portable cabinets on wheels,



2. CONTROLLED SALES INTERVIEW New Kardex Zipper Book Unit permits quick picturization of sales points, giving each salesman perfect memory. Not a "canned sales talk" but new unique method of controlling each sales interview.



3. SUMMARY CONTROL Used as sales summary, Kardex Zipper Book Unit permits executives to carry summarized sales records of entire United States in one brief-case size book, to discuss conditions intelligently wherever they are.

YOU CAN'T MISS—WITH BOOTH PAPERS



BOOTH NEWSPAPERS COM-PLETELY DOMINATE THE EIGHT MICHIGAN KEY CITIES OUTSIDE OF DETROIT

Booth Newspapers "groove" your advertising dollars in the Michigan market outside of Detroit. You can't miss. Every Booth paper hits an important market. With the exception of Grand Rapids, every Booth city is a "one-paper" city. Booth newspapers dominate the eight Michigan key cities now prospering so substantially from the mounting sales of automobiles, furniture, fruit, agricultural products and oil. Only Booth newspapers cover this active and responsive Michigan market without waste or duplication. Would you like to know more about how Booth newspapers can help you hit this prospering market? Write the Booth representative nearest you for complete information.

representative information.

In Saginaw It's the Daily News

The circulation distribution of this 77-year old newspaper is one of the ten densest in the United States in comparison with the number of homes. Saginaw's diversified industries have made the city famous for its stable employment.

A. B. C.—28,276

BOOTH NEWSPAPERS John E. Lutz, 180 N. Michigan Avenue, Chicago, Ill. I. A. Klein, 50 E. 42nd St., New York, N. Y.

Newspapers



NATION-WIDE Air Express Service SUPERIOR ADVANTAGES OF AIR EXPRESS

- * Prompt pick-up and special delivery of shipments at no extra charge door-to-door between 216 cities in the United States and Canada and 32 Latin-American countries.
- * Low, economical rates.
- * Night and day service.
- * One organization one responsibility.

For service or information telephone any Railway Express office or write for booklet "How to Profit by Air Express" to Railway Express Agency Inc., 230 Park Ave., New York.

EXPRESS

RAILWAY EXPRESS AGENCY

Multiply Your Sales

in the Hardware Field

THE hardware men that count, throughout the wholesale and retail hardware trade from coast to coast, read HARDWARE AGE.

With over 20,000 of them as paid subscribers-and interested readers as shown by the 76.78% Renewal Rate—HARDWARE AGE provides practical saturation of the field.

That means that your sales promotion message in the pages of HARDWARE AGE will cover the field and sink in-actually register upon the consciousness of those who, by their increased interest in your product, can increase your sales many times over.

Put the prestige and message-de-livery power of HARDWARE AGE back of your sales efforts during the coming year.

HARDWARE

A Chilton Publication

239 West 39th St., New York, N. Y.

A. B. C. Charter Member A. B. P. cept a discount that is not a discrimination against his competitor. If he knows it was a discrimination against his competitor, I would not advise him to accept it.

Q. It is being said that the Robinson-Patman law stimulates cooperatives. Have you seen this?

A. There is nothing in the law that will give any encouragement to cooperatives; neither is there anything in the law that will retard or hinder cooperatives, except on brokerage. The bill was not intended either to help or harm cooperatives unless they were guilty of practices that are prohibited by the law.

Q. Can a manufacturer sell a certain quantity of merchandise to a wholesaler at one price and the same quantity of merchandise to a retailer at a different price?

A. Since the retailer and the wholesaler are not in competition, there is nothing to prevent it in the

Will this law have a tendency to cause manufacturers located in one state to confine their distribution operations to the state in which they are located because of restrictions which prevent them from meeting prices of manufacturers of similar products in the latter manufacturers' home territories?

A. It will take time to determine whether or not this will result. My opinion is, it will not. Under the law a manufacturer is not required to give a discount of any kind. He can have the same price for all. An exception in the law permits a discount to be given, provided it does not exceed differences in cost of manufacture and distribution.

Q. If "A" sells "X" contractor 10 sets of fixtures at his regular published discount and on the same day sells an identical order to "Y" contractor at 10% better price, has "A" violated this law?

A. "A" has not violated this law if he has made a bona fide change in his price, as anyone can change his price at any time, but if he has made the change for the purpose of favor-ing "Y," both he and "Y" have violated the law.

Q. If "A" attempts to set up competitive reasons for giving the extra 10% what must he show in the way of evidence, and is such evidence a defense?

A. He must show that the discount given was to meet an equally low price. Such a showing is not conclusive, as the Federal Trade Commission may decide that such competition should not have been considered seriously or was a fake.

WHEREIN WE **FURNISH THE ACID**

When the responsibilities of the space buyer are taken into full consideration . . . his duty to see that his advertising dollars perform their full service . . . he cannot be blamed for wanting to submit all publishers' claims to the acid test * * * In the publishing field, certain publishers have taken steps to "furnish the acid" themselves; to give you unbiased and unpolished facts about controlled circulations * * * The Controlled Circulation Audit was formed to give you these facts by means of a regular, responsible audit . . . C.C.A. is an independent organization to audit controlled circulations and to do nothing else. The purpose of this advertisement is to tell you that controlled circulation need no longer be purchased on either hope or promise. Publishers of the media listed below can show you C.C.A. audit reports for their circulations. C.C.A. insignia on their mastheads, rate cards and above their listings in Standard Rate and Data should be your guide to known value.

This Advertisement Is Sponsored and Paid for by the Following C.C.A. Publications

AGRICULTURAL LEADERS DIGEST

IR CONDITIONING ING
Combined with OIL HEAT EXCAVATING ENGINEER AIR CONDITIONING

AUTOMATIC HEAT & AIR FLEET OWNER CONDITIONING-

BAKERS REVIEW

BETTER ROADS

COMPRESSED AIR

MAGAZINE

DRAPERY PROFITS DRUG TOPICS

EARTH MOVER

ELECTRIC LIGHT & POWER JOBBER TOPICS

ELECTRICAL DEALER

ELECTRICAL MANUFACTUR-

GOLFDOM

GRAPHIC ARTS MONTHLY

HOSPITAL TOPICS & BUYER METAL CLEANING &

INDUSTRIAL EQUIPMENT

NEWS

INDUSTRIAL POWER INDUSTRY & WELDING

LIQUOR STORE & DISPENSER

LUBRICATION & MAINTENANCE

MACHINE DESIGN

MACRAE'S BLUE BOOK

MEAT

MEDICAL ECONOMICS

FINISHING

MILL & FACTORY

MODERN MACHINE SHOP

MODERN PLASTICS

NATIONAL JEWELER

ORAL HYGIENE

POWER WAGON

PRINTING INDUSTRY

PROGRESSIVE GROCER

RAND McNALLY BANKERS

MONTHLY

RUG PROFITS

SHOE STYLE DIGEST

SODA FOUNTAIN

SUPER SERVICE STATION

SYNDICATE STORE MERCHANDISER

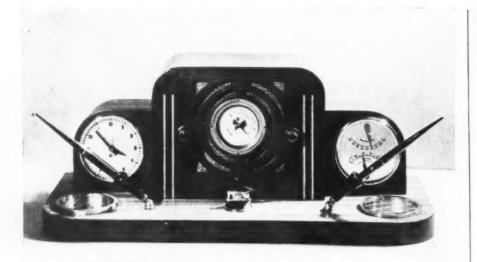
WOOD PRODUCTS



CONTROLLED CIRCULATION PUBLISHERS

NOVEMBER 15, 1936

[859]



FOR YOUR Gift TO AN EXECUTIVE

Here is the last word in Desk Sets for the man who has the last word. It's a strikingly beautiful, dignified and compact unit (only 22 inches long), combining in a handsome case of rare woods all of today's essential desk accessories: Radio, Clock, Thermometer, Humidity Gauge, Lighter, Ash Receivers, Parker Pen and Parker Pencil.

TO ASSURE CHRISTMAS DELIVERY, WRITE FOR WHOLESALE PRICES NOW!

Designed for Business Promotion purposes, Honor Awards, Sales Prizes and Business Gifts, this modern desk set is typical of the distinctive quality

and unusual value of more than 1,000 items shown in **The Book of Awards**. It's especially useful for contests. May we send you a copy?

D. H. GLASS, INC., Awards for Business Promotion
11 Stormfeltz-Loveley Bldg.

Detroit, Mich.



open legs and swing case a right angles to tripod!



Hook over goose-neck and lift screen to height desired!

A Perfect Set-Up for Successful Showings

The Da-Lite CHALLENGER assures professional smoothness and quality in the showing of your sales films. It can be set-up quickly anywhere. Adjustable in height. The top of the largest size can be raised 9'10" from the floor. (Larger sizes have a crank lift.) Unless otherwise specified, the surface is glass-beaded. Seven sizes, 30"x40" up to 70"x94", inclusive. See the CHALLENGER at your dealer's or write for catalogue!

DA-LITE SCREEN COMPANY, Inc. Dept. I. S., 2723 N. Crawford Ave., Chicago, III.



The DA-LITE CHALLENGER

is only one of many types of Da-Lite Screens for industrial uses. Others include box type table models, hanging wall screens, rear projection screens, and theatrical sound screens for large auditoriums.

DA-LITE SCREENS AND MOVIE ACCESSORIES

Radio Makers Clean House; Drop Bribes to Retail Salesmen

(Continued from page 793)

dustries as well—was born. It is known as "Rule 3." It follows:

RULE 3—The granting or giving or promising to grant or give by manufacturers in the industry, directly or indirectly, to employes of retail sales outlets selling competitive lines of radio merchandise, of commissions, bonuses, premiums, prizes, "spiffs," push money, gratuities, privileges, or anything of value in any form whatsoever, in consideration of the said employe's influencing the retail purchase of industry products manufactured by the grantor or donor, whether or not the same shall expressly be granted or given for that purpose, to the extent that such practice has a tendency and effect of improperly influencing and deceiving the buying or consuming public by reason of the fact that the purchaser is not aware of such subsidy or consideration and expects the retail employe to be unbiased, impartial and free from any such influence as between different merchandise sold by him, is unfair trade practice.

It has been suggested by the committee that the above rule be incorporated in the fair trade rules now under consideration by the Federal Trade Commission. After its unanimous adoption by the committee it was forwarded to the Commission.

On the following day, October 21, in New York, the rule was put up to a meeting of the Radio Set Manufacturers of the Radio Manufacturers Association. Fifteen members were present and it was adopted without a dissenting vote.

A memorandum of agreement was entered into by all present which reads:

"We the undersigned manufacturers of internationally known and distributed radio receiving sets, being mutually desirous of improving the general standard of ethical business and trade practice in the radio industry, in recognition of certain unethical and uneconomic and otherwise objectionable trade practices now prevailing in the industry to the detriment of the industry and the public alike, and to the end that those certain trade practices, insofar as the same are unethical, uneconomic or otherwise objectionable, may be eliminated, severally, and each with the other or others, agree as follows:

"1. The granting or giving, or promising to grant or give by manufacturers in

"1. The granting or giving, or promising to grant or give, by manufacturers in the industry, directly or indirectly, to employes of retail sales outlets selling competitive lines of merchandise, of commis-



Have the "Puff Sheet" boys tried to nick you?

Better phone us before you sign a check

AN EXECUTIVE of a firm that joined the National Better Business Bureau telephoned a few days later for information on a magazine that offered him some free publicity.

The offer looked all right, but he wanted to make sure.

We knew the "magazine"—another puff sheet. We explained the puff sheet racket. Our new member was pretty thankful, for within a week he had saved double the amount of his subscription.

This is one of the services available to business firms at all times. Our file records, including many thousands of cases, come close to covering all the frauds there are.

Some of them seem quite legitimate. They don't look like frauds at all. But usually it pays to ask the

National Better Business Bureau first.

1 1 1

The National Better Business Bureau is a non-profit agency maintained by more than 600 business firms to help national advertising regulate itself and to promote public confidence in advertising and selling. It is supervised by a Board of Directors elected by the membership and serving without compensation. Its staff of experienced executives have no other business connections. It is not a punitive body, and refers complaints to government agencies only in rare cases in which its own efforts fail to get results.

To know more about its widespread service and how it might be helpful to you, send for the free booklet, "How You Can Use The National Better Business Bureau."

National Better Business Bureau, Inc.

405 Lexington Avenue, New York City

Please send me a copy of "How	You Can Use the National Better Business Bureau."
Name	
Firm Name	
Address	
City	State



Above is a typical Hygienic Phone Service girl in regulation uniform.

Hygienic Phone Antiseptic (applied weekly by Hygienic Phone Service) is unique in that its sterilizing effects last for many days. Below are actual photographs of cultures made by the National Pathological Laboratories of New York from the mouthpiece of a telephone in constant use—before, 2 days after, and 8 days after Hygienic Phone Antiseptic was applied.

PHONE SERVICE

BUSINESS OPPORTUNITY

for men who are qualified to operate a business successfully

Here is the finest opportunity in years to build a stable, protected and highly profitable business—one with an unfailing record of success in every community in which it has been launched. This business, described in a recent issue of FORTUNE, is known as Hygienic Phone Service.

Uniformed, trained girls sterilize business telephones weekly, at a nominal charge per month. Your clients using this service are protected against infection from germ-laden mouthpieces. Unpleasant odors are removed. The process includes the use of a special antiseptic fluid—18 to 20 times more powerful than carbolic acid, yet non-poisonous, non-corrosive—developed for this specific purpose by the world-famed Chemical Works of Robert Young and Co., Ltd., of Glasgow.

Wherever started, the Hygienic Phone Service has been heartily welcomed and highly endorsed. The business is going ahead by leaps and bounds. In London, where the process originated, many hundreds of girls are sterilizing telephones. In New York, the number of telephones being serviced by Hygienic Phone Service of N. Y., Inc., is increasing as fast as it is possible to extend the service. The list of users includes many nationally known firms. Large office-buildings have subscribed to this service for all tenants. Progress in the Boston district, recently inaugurated, is equally impressive. Full details are available.

Exclusive sales rights to this phone-sterilizing process—Hygienic Phone Service—are still open in many cities. A substantial return on a limited amount of capital can be demonstrated. Your city may well be one in which the sales rights for Hygienic Phone Service have not yet been granted. Therefore, if the opportunity to establish this service in your community, with the support of our tested, successful methods, is of interest to you, write us. Give details about yourself, your record of accomplishment, ability to take care of modest initial financing, etc. Particulars will be forthcoming. Prompt action is most essential.

HYGIENIC SERVICE, INC.

LONDON—NEW YORK
205 East 42nd Street
New York, N. Y.

NATIONAL PATHOLOGICAL LABORATORIES
CONTRACT RESERVENCE
CONTRACT RESERVEN

Before Hygienic Phone Antiseptic was applied. Bacterial whatsoever were scattered bacterial colony count, 1656. found. colonies. sions, bonuses, premiums, prizes, 'spiffs,' push money,' gratuities, privileges, or anything of value in any form whatsoever, in consideration of the said employes' influencing the retail purchase of industry products manufactured by the grantor or donor, whether or not the same shall expressly be granted or given for that purpose, to the extent that such practice has a tendency and effect of improperly influencing and deceiving the buying or consuming public by reason of the fact that the purchaser is not aware of such subsidy or consideration, and expects the retail employe to be unbiased, impartial and free from any such influence as between different merchandise sold by him, is declared to be in the nature of commercial bribery, and condemned as being an unfair and unethical trade practice, and detrimental to the interests of both the industry and the public.

demned as being an unfair and unethical trade practice, and detrimental to the interests of both the industry and the public.

"2. It is contemplated that there shall be submitted to the Federal Trade Commission by representatives of the radio industry a proposed rule in substantially the form above set forth in paragraph numbered 1 hereof, to be included and incorporated in the set of fair trade practice rules for the industry now under consideration by the Commission. In the event that such rule shall be approved by the Commission, and shall be incorporated in the fair trade practice rules now under consideration, we and each of us agree to use all lawful means under our control to prevent our several distributors from violating such rule, in letter or in spirit, and to prevent them from granting or giving, or promising to grant or give, directly or indirectly, to employes of retail sales outlets selling competitive lines of merchandise, any commissions, bonuses, premiums, prizes, 'spiffs,' 'push money,' gratuities, privileges or anything of value in any form whatsoever in violation of said rule of fair trade practice."

Just by way of explanation it may as well be stated that the radio industry for a long time had been reeking with secret or semi-secret offers, deals, "spiffs," "push-money," etc., which now, if all goes well, will be definitely out and outlawed as unfair trade practice. These methods were described in detail in SM at the time Commander McDonald's original protest was published.

Washington is definitely committed to the encouragement of legal agreements which tend to wipe out trade abuses, especially those which have kinship with bribery. Commander McDonald said:

"Perhaps we have developed something here that can be of use to other lines of industry. If so, they are all welcome to make use of it. Any industry can prosper best if it is clean. If it isn't, everybody loses in the end and, most of all, the public."

Calvert Distillers Promotes

John M. Wyatt has been appointed manager of the marketing division of Calvert Distillers Corp. This department will assume responsibility for advertising, sales promotion, training and sales management. At the same time Jim Johnson becomes advertising manager, heading advertising and field sales work, according to W. W. Wachtel, vice-president.

What Can We Do When Competition Grabs All the Good Outlets?

(Continued from page 792)

own departments, and you will get an idea of what will happen if you can get the department store to assist you in getting distribution for your goods.

Department store men have no equal in their knowledge of the consumer. Hence, they are quick to sense any embryonic need or a more fully developed demand that is not yet being satisfied. For example, sportswear has been a standard line in stores for years. However, it is obvious that vastly more people watch the playing of games than play them. The spectators need a different type of clothing than players, something a little more dressy. As a result, some stores now have departments featuring spectator sportswear.

Get Into the "Dead Spots"

A problem that is always troubling department store management is "dead spots" in the stores—dark corners, space near elevators, under stairways, space close to wrapping counters, cash registers, etc. Many a manufacturer has gotten his goods into department stores because they livened up these "dead spots" and attracted patronage to places in the store where shoppers formerly hurried past.

For instance, in some stores bathroom fixtures are displayed in spots that were previously useless space. Several companies—Procter & Gamble is one—have display racks which occupy only a couple of feet of floor space, fitting into small "dead spots," and are, therefore, welcomed by merchants. May Stern's, in Pittsburgh, which is reputed to be the best laid-out furniture store in America, have many tiny "dead spot" departments throughout the establishment. They catch customers interest as they are leaving the store and are the means of greatly increasing the average sales.

Perhaps you can get your product into one of the store's regular departments, if it does not justify a department by itself. That is the way Kleenex got into department stores. It showed buyers that if they would handle it in toilet goods sections, it would increase the sale of face creams.

But department stores are not the only establishments that occasionally open shops where manufacturers can get distribution. Hospitals are doing it, too. Some hospitals have tea rooms and gift shops for the patronage of visitors, not patients. Bus, railroad and airplane terminals are leasing out shops and stands for the retailing of all sorts of merchandise. Open air and old street-car barn markets, of the Big Bear type, are leasing sections for the sale of non-edibles.

Finally, when considering the possibility of new departments as an outlet for goods, don't forget the good old standby—the hardware store, the druggist and the grocer. They, too, are departmentalizing. And if they are not doing so already, you can easily convince them that they should, with the argument that the retailers in these fields who are departmentalizing are the ones that are making the greatest headway.

Brand Survey Shows that Wives Do Men's Choosing

(Continued from page 804)

(comment from page ooi)	
Breakfast Cheer	3
Martinson	3
Various	34
All others	17
All Others	1 /
Teas	
Salada	13
Lipton's	11
Tetley	8
Chase & Sanborn	8
White Rose	4
Various	47
All others	
All others	9
Whiskies	
Calvert	13
Seagram	10
Golden Wedding	6
Vat_69	6
Four Roses	6
Old Overholt	
Old Overholt	6
Green River	4
White Horse	4
Canadian Club	3
Paul Jones	3
Wilson	3
Mt. Vernon	3
Haig & Haig	3
Various	15
All others	15
Gins	
Old Mr. Boston	11
Fleischmann	10
Gordon	9
Burnett's	9
Gilbey's	4
Conqueror	4
Conqueror Dixie Bell	-
Coronet	4
Coronet	4
Canada Dry	3
Various	27
All others	15
Carbonated Water	
Canada Dry	
White Pock	15
White Rock	9
Hoffman Club	9
Perrier	5
C & C	2
Billy Baxter	2
Various	51
All others	7



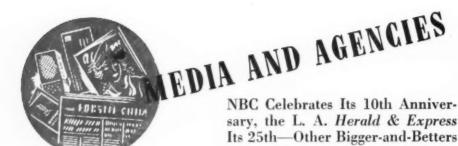
Baltimore, the eighth largest market in the United States, has ninety-five diversified industries, running from oyster-dredging to straw hats and from shipping to farming.

This is an example of only one of the 10 great markets that Hearst Radio offers you. And remember, in Hearst Radio you need deal with but one organization to carry your program from order to broadcast in these 10 great markets.

HEARST RADIO

NEW YORK
CHICAGO
LOS ANGELES
SAN FRANCISCO

WBAL . BALTIMORE KTSA . SAN ANTONIO
WCAE PITTSBURGH KOMA OKLAHOMA CITY
KYA SAN FRANCISCO KNOW . . . AUSTIN
KEHE LOS ANGELES WISN . MILWAUKEE
WINS . NEW YORK WACO . . . WACO



NBC's Ten Years

Today—November 15—is the tenth anniversary of National Broadcasting Co. There are more than adjectives in NBC's boast that it has become, in this period, "the world's largest national advertising medium."

Its billings for 1936, for example, will run about between \$32,000,000 and \$34,000,000. The number of its advertisers has increased from 40 to 150 and the number of NBC stations from 19 to 101.

We shall give you some more figures in a minute. Right at the start, however, it should be mentioned that NBC is perhaps bigger in its potentials than it has been in its achievements.

As part of a sequence of tenth anniversary events which have been going on since last May, NBC held two parties this month.

At the Waldorf-Astoria on Monday evening, November 9, 1,600 guests sat down to eat and drink and listen at NBC's expense. Among them were included all advertisers who have used its facilities in ten years and all of their agencies; United States Government officials and officials of British, French, German and Swedish broadcasting commissions and companies, scientists, educators. "Stars" sang, performed and otherwise shone; and executives of NBC and of its parent company, Radio Corporation of America, told of the progress made and intimated further progress wet to come.

ress yet to come.

The "further progress" was shown more concretely to station managers, owners and reporters in a demonstration of television in RCA building on November 6. David Sarnoff, president of RCA, and Lenox R. Lohr, president of NBC, pointed out that accomplishments in actual operation of television since September 1 doubtless will make it a definite commercial factor soon. If sound alone could build NBC's business in ten years (some of them rather bad years, as you remember) to more than \$30,000,000, what could sight plus sound

No one, of course, can tell exactly. If "a story in pictures is worth 1,000 words," you might try multiplying \$30,000,000 by 1,000, and then add something for the combination of them in the spontaneous reproduction of events. How much advertising will NBC get then?

Probably the further rise, however, even

Probably the further rise, however, even with television practical and widely distributed and received, will not be meteoric. There are limits to the number of impressions human eyes and ears can receive, and to the amount of advertised merchandise human pocketbooks can buy.

NBC started under good auspices but it was not at first a prepossessing child. RCA, who fathered it, had been fathered in turn by American Telephone, General Electric and Westinghouse. NBC had been started not as an advertising medium but to help RCA sell radios. Its 195 employes in 1926 were mostly young people, under 30, and Merlin Hall Aylesworth, brought over from

National Electric Light Association to head the new company, was not much more.

Even from the start, however, some companies insisted on using it as an advertising medium. One of the earliest was A. & P., with Harry Horlick and his "Gypsies" orchestra. This program, discontinued by A. & P. two months ago, would have been on the NBC air a full decade this month. Consistent users of NBC for nine years are Bristol-Myers, Cities Service and Thos. Cook & Son.

Largest user is Procter & Gamble, which has nine regular programs for seven products now running, through four different agencies, and accounting for 12½ hours weekly on the Red and Blue networks and 15 minutes additional on the "M. & O." (Managed & Operated). General Foods has six NBC programs; Sterling Products has eight programs for five products; Standard Brands, and American Home Products, each four.

Originally at 195 Broadway, in the A. T. & T. Building, NBC moved to 711 Fifth Avenue, and for the last three years has been in Mr. Rockefeller's Radio City. Each time its quarters have been vastly increased. Last year it had 1,929 employes, including those of the nine stations which it owns, but not those of associated stations.

As the number of stations grew more than five times in ten years, station hourage (amount of time associated stations take of the 16 hours available daily) increased from 30,000 to 350,000, between 1927 and 1935. Station wattage, or combined power of all stations, has risen from 41,250 to more than 2,000,000. (Several NBC stations recently applied for increase in

wattage from 50,000 to 500,000.) Circuit mileage required in telephone connections for the networks has widened from 4,800 in 1926 to 22,000 this year.

In 1926 to 22,000 this year.

All this has come about because the number, the power and fidelity of radio sets also have improved. Number of "radio families," or sets owned, currently is 22,400,000, as against 4,297,000 in 1927.

Some consumers still may chafe under commercial blurbs mixed with their entertainment, but the broadcasting people have done a lot, when necessary, to instill restraint and dignity into clients. Other consumers may find programs beneath or beyond them. But by and large the programs must attract and the advertising must pull.

One little indication of "pull" is the fact that in this first decade NBC has received from listeners 34,400,000 pieces of mail. This is exclusive of mail addressed to clients or others.

Progressive Grocer Tells Grocers How to Do It

The Progressive Grocer has published 200 pages of advice on "How to Sell Fruits and Vegetables," as the result of a study made among hundreds of grocers who are doing an outstanding fruit and vegetable job. "How to Sell Fruits and Vegetables is a handbook of practical ideas, covering the operation of the fruit and vegetable department from shipping crate to delivery truck, with detailed instructions and suggestions for the handling, storing and merchandising of the 60-odd leading varieties of fruits and vegetables.

Magazine Makes Awards to Plastics Users

First place awards in the nation-wide plastics competition, sponsored by Modern Plastics, went to Toledo Scale Co., Revolite Corp., and Sears, Roebuck & Co., for plastic products entered in the industrial, style and decorative groups of the competition. Toledo won first place in the industrial group with a scale made of Plaskon; Revolite first place in the style group with an evening wrap coated with a plastic finish called "Revolite"; and Sears, Roebuck, the



In this beautiful building, Dr. Frank Barham, publisher of the Los Angeles Herald & Express, recently cut a 1,300-pound cake to celebrate the 25th anniversary of the newspaper. It started as the Herald, a morning paper, when the city had but slightly more than 300,000 population. In 1911 it was changed to the afternoon field. Today, with a daily circulation volume of more than 280,000, it proudly points to its position as the largest daily paper in the entire West. The birthday was concluded with a grand ball and carnival to which the public was invited free of charge and which it was estimated that close to 15,000 people attended

decorative group with a Silvertown radio featuring plastic material and good functional design. Presentations were made by E. F. Lougee, editor of *Modern Plastics*, at a dinner in the exhibit rooms of the Metals and Plastics Bureau, International Building, Rockefeller Center, New York City.



R. Lynn Baker, vice-president of the J. Walter Thompson Co., has been appointed to an executive position in the New York office of the firm. Mr. Baker has been in charge of the Pacific Coast operations of the company, with headquarters in San Francisco, since 1931. His successor is Arthur C. Farlow.

Radio Coverage Ratings

A new service, known as Radio Coverage Ratings, has been announced by Edgar H. Felix, of New Rochelle, N. Y., which will be issued for the time being as a supplement to Radio Coverage Reports, of which he is also publisher. The Ratings service will take into account the populations served by radio stations and networks, the clarity with which programs are delivered, and the amount of competitive service.

Biggests, Etc.

This month's annual show issue of Motor shows a gain of 14% over the advertising volume of last year's New York show issue. The total folio of 344 pages includes 221 of advertising—the biggest show number of the magazine in six years.

Family Circle announces a new circulation high of 1,508,600 copies. The magazine was started four years ago with a circulation of 150,000. It is now distributed in 29 states through 6,800 chain grocery stores.

Modern Brewer, October issue, was not only the largest issue of any brewing magazine that has been published since Repeal, but in addition it is unique in that its entire editorial content is devoted to a presentation of the economic and social benefits that have accrued through the legalizing of beer. Many thousand additional copies of the issue were sent to legislators, newspaper editors, newscommentators and other individuals, who have a direct influence upon public opinion.

Household intrigued national advertisers

Household intrigued national advertisers and agency executives the other day by sending out a kitchen sifter. An accompanying card listed their advertisers and made the claim "You couldn't sift out any brighter advertisers than these." Household is justly proud of being the only major woman's magazine to make a new linage peak in 1936—"already sur-

MRS. SIMPSON and the washing machine

T'S all over town . . . about the Simpsons' new electric washer * * Small Town folks are like that . . . curious . . . but friendly * * This is good for business * * Consider Mrs. Simpson's case . . . Monday . . . wash day . . . neighbors in and out . . . to watch the new machine * * Gallery for Mrs. Simpson . . . gallery for you also . . . if you made the washer * * Now the neighbors want new washers . . . just like Mrs. Simpson's . . . selah! * * Mrs. Simpson and her family read GRIT . . . typical of 550,000 families . . . in 16,000 small towns * * Ninety-five per cent buy GRIT at their homes . . . from GRIT'S 25,000 salesboys . . . every Friday or Saturday . . . price 5c a copy * * Readers get a lot for their money . . . a complete news review . . . plenty of good fiction . . . household helps . . . cooking suggestions . . . fashion news . . . health and beauty aids . . . child care . . . sports . . . comics . . . all widely illustrated * * Entertainment and instruction for the whole family . . . Dad . . . Mother . . . Kids big and little * * Friends . . . for 54 years . . . GRIT and Small Town families * * High reader interest . . . low milline rate . . . sure-fire results * * Use GRIT . . . to sell Mrs. Simpson . . . and her neighbors . . . in the Small Town market * *



WILLIAMSPORT, PA.

passing boom times and closing 1936 with the largest linage in all its 36 years." Architectural Record's Market-Directed

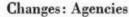
issues have been so popular that in 1937 the magazine will feature each month one individual building type in a section of the magazine to be known as Building Types. It will, in effect, be a magazine within a magazine.

Changes: Media

Bennett H. Horchler, former manager of the A. B. P. Advertising Bureau, has be-

come manager of the Business Paper Division of Media Records, Inc., and will develop a service for business papers similar to that already in effect for newspapers.
... Edward M. Raynolds has been transferred from the Chicago to the New York sales division of Ross Federal Research Corp. . . C. H. Ferguson has joined the Minneapolis sales staff of Station KSTP. . . . George R. Stege, Jr., has joined the western advertising staff of Lib-With the purchase of Life by Time, Inc.,

Clair Maxwell becomes associate advertising manager of Time, while Joseph A. Mcing hanager of Time, while Joseph A. Mc-Donough joins the advertising staff. Roi B. Woolley has been appointed manager of marketing and research, and Wallace B. Blood has joined the sales promotion staff of Electrical Merchandising, Radio Retailing and Electronics. . . . Effective with the December issues, and following the resignation of William Harps following the resignation of William Harn-den Foster from his dual post as editor of Hunting & Fishing and National Sports-man, Oliver H. P. Rodman, former adver-tising manager, becomes editor of Hunt-ing & Fishing and Harace G. Tapply foring & Fishing, and Horace G. Tapply, former managing editor, becomes editor of National Sportsman. . . L. William Gillette has joined the New York advertising staff of the Manufacturers Record Publishing Co., Baltimore. . . . John Pollack, formerly of *Liberty*, has been transferred to the western ad. staff of *True Story*, succeeding Albert G. Degen, who has resigned to join H. W. Kastor & Sons as account executive.



A new agency, Bruck-Sacks, Inc., has been formed in Dallas, with O. S. Bruck as president and Meyer Sacks, his associate. The new agency has purchased the Johnston Advertising Co. and will continue to occupy offices in the Johnston building, 1901 McKinney Ave. . . C. M. Seymour, head of the media department for the New York office of Fuller & Smith & Ross, Inc., announces that he will resign December 31, after a long career. He will be succeeded by C. T. Williams, now in charge of marketing and research. . . . W. J. Weir, formerly with Brown & Tarcher and N. W. Ayer & Son, Inc., has joined Fletcher

McKesson & Robbins have announced plans for greatly increased advertising and merchandising efforts in the coming year, with the advertising of Calox tooth powder, Abolene Solid, Ibath and Yodora deodo-

French, Inc. . . . Aeronautical Corp. of America to Frederic W. Ziv, Inc. . . . P. H. Davis Tailoring Co. also to Frederic W. Schlangen Mfg. Corp. to Frank Presbrey Co. . . . American Rolling Mill Co. and The Barber Co., Inc., to N. W. Ayer & Son, Inc. . . . Gnome Bakers, Inc., to W. I. Tracy, Inc.

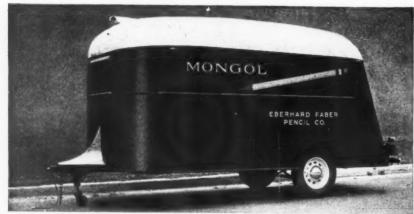
"Mrs. Ad Man" Prefers Time, New Yorker, Cosmo

Magazine reading preferences of the wives of advertisers and agency men currently are in order, Time, New Yorker, Cosmopolitan, Good Housekeeping, Reader's Digest and some 44 more, Malcolm Rollins, promotion manager of Cosmopolitan, has discovered discovered.

Preferences of the husbands, according to the wives, are, in order, Time, Saturday Evening Post, New Yorker, Fortune, Cos-mopolitan and 68 more.

The study is interesting because there is probably some truth in the belief that to attract advertising a publication must attract advertisers.

It is also interesting in comparison with parallel study made under Mr. Rollins' direction four years ago. At that time the order among the wives was Good House-



MODERN TOOL FOR MODERN SELLING



A UTO Cruiser takes your show-room to the buyer's door—eliminates the need for sample trunks—permits showing of more extensive line—cuts travelling expense and has advertising value wherever it goes. Auto Cruiser is the modern tool for modern selling—built to your own specifications for displaying, selling or demonstrating your product. Write today for prices and dimensions of Auto Cruisers—the most vibility of the prices and dimensions of Sales for aggressive radio distributor.

See Auto Cruiser's Exhibit at National Automobile

See Auto Cruiser's Exhibit at National Automobile Show, New York City

COMPANY OF AMERICA,

4402 YORK ROAD

BALTIMORE, MD.

Several dealer territories available-write for details.

MAXIMUM SALES FROM WINDOW DISPLAYS



For effective window display installation service, consult a nation-wide organization which has been working as a co-ordinated group for over eight

Let us help you plan correct coverage, secure the choicest locations, and install all displays uniformly with true professional skill and in the time scheduled. We render national, regional or local service.

For list of our 142 Associate Offices, serving 5886 cities and towns, write:

WINDOW ADVERTISING, Inc. and Associates 175 Fifth Ave., New York 560 W. Lake St., Chicago keeping, Time, Cosmopolitan, New Yorker and Vogue; and among the husbands, Time, Saturday Evening Post, New Yorker, Collier's, Fortune, Literary Digest and Cosmopolitan. Although there were changes above, Cosmopolitan continued third among the women and rose from seventh to sixth among the men.

The rise of *Time* with the women may be due to the fact that the depression, and the national and international uncertainties, has caused them to be more interested in current events. This interest, of course, has been reflected to some extent in the editorial contents of other general magazines.

The procedure in the current study was to take Cosmopolitan's entire promotion list of some 4,500 advertisers and agencies, pick out 2,000 representative ones, weed out known bachelors and women executives and send the questionnaire under the name of a fictitious organization to some 1,400 wives. About half of those receiving it were wives of advertisers and half of agents; about three-fifths in the East and two-fifths in the West.

For this survey, about half were multigraphed in conventional questionnaire form. The other women received a facetiously printed and illustrated folder, with the same questions, from "Snoops, Unlimited," Room 400, 461 Eighth Avenue, New York City.

All told, 194 women responded (as compared with 147 among the 600 who received the all-multigraphed questionnaire of 1932.) The ratio of returns to the current multigraphed part was higher than that of "Snoops"; but only 100% of the "multigraphed women" wanted to know the returns as against 15% of the "Snoops" recipients.

In the current study, the wives said their advertising husbands liked detective and humorous fiction best (71 votes for each), and among other types of stories, business got top rank with 70 votes, followed by sports, 66; adventure, 61; romance, 24, and "doesn't read fiction," 18.

got top rank with 70 votes, followed by sports, 66; adventure, 61; romance, 24, and "doesn't read fiction." 18.

To the question, "What subjects does your husband like in articles?" 47 wives replied biography. Economics, politics and history each received 37; travel, 32; science, 21; business, 15; sport, 14, and current events, 11.

One notable change among the magazine preferences of both wives and husbands was in *Reader's Digest*, which rose in four years from 10 to 66 votes among the wives and from nine to 32 among the husbands. American Home, currently tenth with the wives, was hardly in the "picture" at all in 1932, and Esquire, currently eighth with the husbands, had not been born.

"Fraternity Magazines" Formed to Cover College-Bred Market

Advertising will appear for the first time early next Spring in the national magazines of 40 of the leading college fraternities and sororities, which have a combined circulation of over 350,000 paid subscribers, 83% of which is comprised of college graduates and 17% undergraduates. This new field will be represented by the newly formed organization, Fraternity Magazines Associated, with advertising offices at 52 Vanderbilt Avenue, New York City, and 1618 Orrington Avenue, Evanston, Ill. Stewart S. Howe, located in the Evanston office, will act as director of the project, and A. M. Warfield will be in charge of the New York office.

HOUSEHOLD INVENTORY

We are planning to repeat the "Household Inventory" study made by us approximately three years ago in thousands of representative homes throughout the United States. This study catalogued advertised products in the home, including drug and grocery products, as well as automobiles, refrigerators, electrical equipment, and various furnishings.

The results were broken down by age, sex, class of home, geographical location, etc.

At the same time we found out what magazines were in the home, and were thus able to get an indication of their influence upon purchases.

We are planning to repeat this study, using an improved technique for obtaining cooperation of housewives and getting true facts as to their reading habits. We believe our results will prove of interest to you in showing the gains and losses of your product (and competitive products) over a three-year period. It will give you also data of value in planning your advertising campaign.

If you are interested, may we supply you with further particulars?

MARKET RESEARCH

Formerly Percival White, Inc. and Arnold Research Service, Inc.

Rockefeller Center, New York 120 S. La Salle St., Chicago

Prevents those wrong decisions, based upon faulty facts, which cost you time and money

AGMA's Willis Gives 20 Reasons Why National Brands Are Better

ATIONALLY advertised brands have inherent advantages which guarantee a bright future for them, predicts Paul M. Willis, president of the Associated Grocery Manufacturers of America. In an address in Dallas, October 28, before the operators of National Brands Stores, a cooperative group of several hundred wholesale grocers said to have over 20,000 affiliated retail grocers in the voluntary chains its members operate, Mr. Willis declared that there is nothing in the Robinson-Patman law, or in current trends in consumer purchasing, which can stop the march of national brands. He gave his listeners these 20 reasons why national brands are better:

1. Nationally advertised brands must, of necessity, be of uniform best quality. This dependability does not always apply to private brands.

2. Nationally advertised brands furnish a wide assortment of quality products to Mrs. Housewife. They give her the impression of a wide selectivity. A line of private brands gives the impression of too much sameness."

3. Nationally advertised brands establish confidence. Confidence with the consumer because she always finds the same fine quality no matter where

she buys the brand. Confidence in the grocer because it gives her the impression that he stocks the best merchandise, and confidence in him because he makes it convenient for her to obtain her favorite brands.

4. Private brands double up your inventory. For the "live" distributor must carry the popular national brands any way. Private brands duplicate the line.

Over-emphasis on private brands by distributors causes the loss of those customers who want national

6. Nationally advertised brands always have a liquidation value of 100 cents on the dollar. What are private brands worth?

7. Would any distributor consider operating today exclusively on private brands? The answer, obviously, is no. But there are distributors operating profitably and successfully, stocking only national brands.

advertised, 8. Unless brands become "price merchandise." Competition is then price brands vs. price brands, rather than between price brands vs. advertised brands.

9. Manufacturers have learned not "hold the umbrella" — gross 'spreads' have been reduced. Any successful competition of private brands

will cause still further closing of spreads.

10. Any private brand policy by distributors might cause selectivity of customers by manufacturers.

11. Retailers can be sold onceconsumer preference ultimately decides his course of action-failure to move private brand stock means the retailer is through.

They Hold Their Customers

12. Consumer franchise is valuable. Only quality and continuously telling the consumer of it will hold this franchise.

13. Manufacturers cooperate to give the greatest possible turnover to distributor - private brand operators cannot equal this.

14. Unknown brands must be sold at lower prices to persuade the consumer; what spread remains to build a franchise? How much money is required to build a franchise in any particular city?

15. Advertising a group of products has never succeeded in a big way. If private brands were sound in principle, why have not a greater number succeeded in the past.

16. Why are nationally advertised brands successful? The manufacturer specializes in his particular product or products. He has the benefit of research work in that line, laboratory experiments, efficient machinery, efficient merchandising and advertising guid-

ance. He has spent years in tedious

A Filling Lasts 10 days

Automatic Flint Control Its man-sized flame defies Wind and Rain. Guaranteed trouble-free for life.

Add Tireless, Never-failing ZIPPOS to Your Sales Force ... They'll Win Profits and Friends for You for Life

What could be more acceptable to any smoker than a reliable wind proof lighter that will light in any wind, every time? In fact Zippo is the first lighter with a big enough, steady enough flame for pipes and at a small cost.

AS A CONTEST PRIZE, such firms as Remington Rand, Pennzoil, Hoover Company and Wooster Brush have found that the ZIPPO Wind Proof Lighter gets 100% co-operation and gratifying re-

AS A XMAS GIFT to customers and prospects, you'll find ZIPPO Lighters genuinely appreciated by all—a constant, pleasing reminder of you and personalized with the customer's monogram.

This profitable plan is worth looking into right away. Write today for full details—prices with your company monogram and for individual initials on each Zippo and our folder, "Vest Pocket Salesman." No

ZIPPO MFG. CO., BRADFORD, PA.



J. J. GIBBONS LIMITED . ADVERTISING AGENTS



research to attain better qualities; to develop more efficient method of production that means fine value; years in advertising to plant and harvest the seed of consumer acceptance, etc.

16 (a). Any success with private brands has been where they were supported by long and continuous advertising and sales promotion, which

takes time and money.

17. Trade acceptance and consumer acceptance must be created. Good quality plus good merchandising and good advertising accomplish this. The manufacturer supports his national brands with all this. For a distributor handling private brands, the job of merchandising and advertising the same becomes his sole responsibility. In either case, the job must be done. With an advertised brand the saelsman makes a quick sale to the retailer. The retailer makes a quick sale to the consumer-all of this spells reduced overhead costs. With private brands the salesman must do a special sales job with the retailer-that takes time. The retailer must do a special sales job with the consumer—that takes time. In both cases the distributor takes the fullest responsibility that the product satisfies. If it fails to come up to the quality of the competing favorite brand, the customer holds it against the distributor. On "manufacturers' brands" the manufacturer takes the full responsibility of satisfying the consumer. Any shortcomings are held against him.

18. Advertised brands require less capital. The distributor has no investment in labels, or cans, or boxes—the manufacturers' brands are always conveniently available to the distributors.

19. Nationally advertised brands invariably carry a guarantee to the wholesale distributor against price decline on his floor stocks. With private brands, the distributor assumes that full risk.

20. With the increasing trend of consumer alertness against substitution, can the distributor take the risk of substituting a private brand for a popular brand? Consumers are constantly warned against substitution by the press, magazines, and the radio.

Jelke Features Ripley

John F. Jelke Co., manufacturer of "Good Luck" margarine, has engaged Robert L. ("Believe-it-or-Not") Ripley to do a series of drawings for its latest magazine campaign. The cartoons, in the familiar Ripley manner, will contain a minimum of commercial copy.

commercial copy.

They will appear in Ladies Home Journal, Good Housekeeping, Woman's Home Companion, Time, McCall's, and Pictorial Heview until June. Store display material reiterating the same theme will be supplied to dealers. Blackett-Sample-Hummert, Chicago, is the agency.

Antifreeze Firms Fight Jack Frost—at 20 to 70 Cents a Quart

Judging by campaigns already undertaken by the automobile radiator antifreeze people—in newspapers, magazines and radio—it's going to be a long co-o-ld Winter.

And judging by emphasis on price—ranging with advertised brands from 20 to 70 cents a quart—each is convinced that it is the best value.

Publicker, Inc., Philadelphia, took a full page in current magazines primarily for Super Thermo, at 20 cents. Down in the corner of that ad is mentioned Thermo Royal, with "all the features of Super Thermo plus a long-lasting base," reduced from 35 to 25 cents this year. Publicker advertises through Al Paul Lefton Co.

U. S. Industrial Alcohol Co., New York, will use magazines and newspapers again for Super Pyro, at 25 cents—pointing out that with 103 antifreeze products now on the market, 4,000,000 motorists voted for it last year. "Even if two or three extra quarts of Super Pyro are added during the Winter to insure absolutely continuous protection," says this company, "it costs 33 to 60% less per season than expensive brands." Lambert & Feasley is agency.

Du Pont, Wilmington, which introduced Zerone antifreeze in newspapers nationally last year, after a test in Chicago, has begun an aggressive campaign on this product in newspapers, magazines and radio, on a price basis of \$1 a gallon or 25 cents a quart. A scientific test, in which Zerone kept water from freezing at 215 degrees below zero, is emphasized.

BBDO is the agency.

Meanwhile, National Carbon Co. remains convinced of the value of Eveready Prestone, at \$2.70 a gallon or 70 cents a quart. "First cost is last cost," National Carbon points out in magazines and newspapers. One shot is guaranteed to protect your car against freeze-up and rust—all Winter long." Here is the way this company, through J. M. Mathes, Inc., explains the difference:

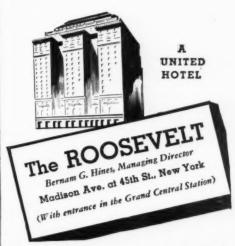
"There are about 50 brands of antifreeze on the market with an alcohol base. . . . Before you buy an antifreeze, ask your dealer, 'How much alcohol does this contain?'

"For alcohol, no matter how it is treated, or what it is called, will boil off. Eveready Prestone contains no alcohol."

Certain non-advertised brands of antifreeze—whatever they contain—may be had for even less than 20 cents a quart.



Once during every twentyfour hours we have our guest
completely at our mercy.
When he tumbles into one
of our luxurious beds amidst
snowy linen and warm, soft
blankets, we make a friend.
When he arises next morning refreshed and content,
we have been good hosts
and just a little smart on our
own account.



WeNeedHigh Grade Men and Women

for our nationwide force of resident field investigators. Experience in interviewing and a good approach required; a knowledge of writing is helpful. Your connection with us will be permanent, but assignments are intermittent and are paid for by the job or day. We can use people who have part time or free lance work but who are free to give us full time whenever we need them.

Market Research Corporation America, Rockefeller Center, 1250 Sixth Avenue, New York, N.Y.



Vanilla and Spice

Editor, SALES MANAGEMENT:

We noticed in the September 15 issue of SALES MANAGEMENT that housewives complain about extract bottles falling over, and ask why manufacturers do not make bottles with wider bases.

Perhaps you will be interested to know that in 1933 Ben Nash designed a new extract bottle for us with this thought in mind—a wider base and tapered sides. For your information, we are sending you

one each of the two sizes of extract bottles that we are now using.

Our experience with this bottle has been very satisfactory and we have had many compliments on it. In fact, shortly after we first came out with it we found several other extract manufacturers adopting a similar bottle. We feel that Mr. Nash did a particularly good job on designing this bottle.

F. TALBOT, Jewel Tea Company, Inc.

(SALES MANAGEMENT compliments Jewel on being far ahead of many others in the same industry to discover what the house-wife wants. The Jewel bottles stand sturdily, resist tipping to a marked degree. The Editors.

Editor, SALES MANAGEMENT: The articles in your April 1 and Sep-tember 15 issues, "Consumers Tell What They Dislike About Packages and Containers," and "Housewives Run Up Signals for Manufacturers in Danger New Survey," have been read with much interest. We consider these a most helpful service, and certainly any manufac-turer should appreciate this constructive criticism.

We note that our Bee brand spices are referred to . . . we are very happy to report on this comment. As for the first criticism, we have for some time packed ginger in a slip-over top can; that is, the entire top may be lifted off We have also just completed revising our spice package and are putting slip-over top cans on all of the heavier spices. On cinnamon, we feel the shaker top is desired by the housewife as many uses of cinnamon demand the sifter feature. Then again, our cinna-mon is milled so finely that it readily comes out of either the shaker top or the open-

We have realized for some time it would more convenient to have a top into which the housewife might dip a teaspoon, but we are caught between this problem and the problem of a top that will be secure so that the goods will not sift out and also one that will offer sufficient closing advan-tages. We feel that in our present dredge top we have the most desirable combina-

As to the other comment regarding label on the side of the package, we adopted this

some years ago and have had the name of the spice enlarged on the side of the can as well as on the front. Our new can has the same label on the back and front, together with the name of the spice, enlarged, on one side.

We notice, also, in your article that you make frequent mention of the vanilla bottle that is in unstable equilibrium. We realized this disadvantage about the old-style panel bottle. Some years ago we adopted our own special pyramid bottle, with handy finger notches on the side. This bottle does not tip, slip or drip. This has been most favorably received by

the trade and the housewife. We pack the very best quality products in our respective line in our packages, and we are naturally anxious to improve our packages wherever possible.

F. H. LONG. Manager, Spice Department, McCormick & Company, Inc., Baltimore, Md.



Housewives who, because of the too-great similarity of packages in the same spice line and insufficient identification of contents, have shaken ginger on the steak instead of pepper, will doubtless wel-come McCormick's new containers.

(Few of SALES MANAGEMENT'S surveys have attracted more attention than those in which housewives' criticisms of packages were reported and analyzed. Many an advertising agent found new cause for worry. Many a manufacturer sought more information from our editorial offices.-THE EDI-TORS.)

Orchids from Hamilton

Editor, SALES MANAGEMENT:

This is probably as good an opportunity as any to tell you that it is, and has been, my experience that SALES MANAGMENT publishes more really helpful information of its kind than any other one of the many business and selling magazines which regu larly come to my desk. My files are full of tear sheets and clippings containing the sort of information which simply does not seem to find its way into print anywhere

> L. F. HALLIGAN, Director of Sales Research, Hamilton Watch Co., Lancaster, Pa.

SALES MANAGEMENT

4-Day Election Campaign Ups Green River Sales 311%

(Continued from page 844)

Although Baltimore turns out for Halloween — costumed, convivial and en masse—it does not usually have a formal parade. This time, however, Green River provided the parade. The police granted a special permit. Led by a fife and drum corps from the American Legion, the parade went down Baltimore Street and up Pennsylvania Avenue, respectively the white and colored main streets of the city.

A thousand green flares distributed from a truck in the parade provided the illumination. Men ran along beside the parade passing out the flares. Thousands of Green River coins (which look like \$20 gold pieces—only bigger) were thrown out among the people. Salesmen and other employes of the distributors marched in the parade carrying, on sticks, 100 box signs and 100 colored and black-and-white flat signs.

The night ended with a reception to distributors' salesmen and their wives in the Hotel Emerson.

Baltimore joined in the campaign for Green River, and elected it in the restaurants and stores. As Mr. Fischler expressed it in one of his bulletins to the trade, it was a "Green River landslide." Distribution in the city was made virtually complete. Not counting salaries of executives and promotion crew (which had to be paid anyhow) the entire expense was about \$2,000. The increase in Oldetyme's sales was 311%.

On Wednesday, November 4, Green River ran an ad under the headline: "Elected! By millions of palates." This ad was part of a general campaign, but it seemed to apply particularly to Baltimore.

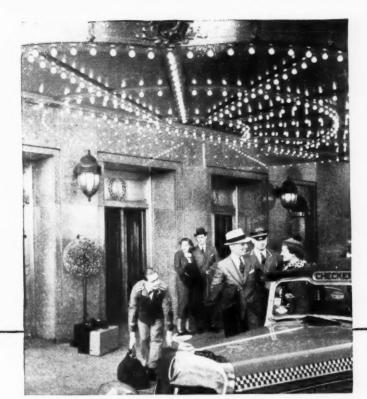
Poland Permits Dividend to Colgate-Palmolive-Peet Co.

The government of Poland, which restricts transmission of funds to other countries, has granted the Colgate-Palmolive Spolka Z.O.O. of Warsaw permission to remit a 6% dividend to its American stockholders.

"This is ample evidence," states S. Bayard Colgate, C-P-P president, "that the government of Poland, although operating on a restrictive financial policy, is interested in being fair to foreign investors. Rather than discourage outside capital, they are anxious to encourage it, as shown by their willingness to give a liberal interpretation in this instance to their law, which strictly limit the averatting of moneys."

limits the exportation of moneys."

President Colgate added that the 6% dividend which may be remitted now is only part of the dividend earned by the Colgate-Palmolive Spolka stock, but he believes that in the future additional releases may be granted. The Devisen Committee administers Poland's financial affairs.



FOR BUSINESS OR PLEASURE • Travelers gather at The Stevens assured of gracious hospitalities and superlative service because its management cares.

THE STEVENS

WORLD'S LARGEST HOTEL

ROOMS WITH BATH FROM \$2.50

CHICAGO

OTTO K. EITEL GEN. MANAGER





Model F Projector (200 Watts)

The only mannally operated projector with a rear aperture glass - releasing mechanism to protect the emulsion of the tilm.

Your Slidefilms Deserve S.V.E. PROJECTION

S.V.E. Picturol Projectors are the most widely used equipment for slide-films, because they provide maximum illumination per watt of light, unequalled protection for film and the utmost convenience. S.V.E. engineers, the originators of standard film stere-opticons and PICTUROLS (slide-films) have developed S.V.E. Projectors in styles and sizes to meet all requirements. Write for Catalogue SM and name of nearest distributor.

S.V.E. Automatic Projector

projects still pictures, continuously and automatically. It can bandle a strip of slidefilm, ranging in length from 40 frames to 200. Ideal for display booths and general advertising purposes.









Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office, please use a separate letterhead for each booklet requested, to facilitate handling. The address is Sales Management Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.

KFRU, Columbia, Mo., Market

Station KFRU, located at Columbia, Mo., and operating in a primary market of 65-mile radius which roughly covers the center of the state, has recently published a survey of that market. In the area are the principal cities of Columbia, Jefferson City, Sedalia, Moberly, and Hannibal—a total of 32 counties, 154,452 families, and 105,900 radio sets. The study gives statistical data about the market, and the 69% of families possessing radio sets, together with maps, retail outlets and sales volume, and other indices of buying power. Copies are available on request to Radio Station KFRU, Columbia, Mo., or to Wilson-Dalton-Robertson, 1329 Baltimore Ave., Kansas City, Mo., 1503 Mather Tower, Chicago, or 250 Park Ave., New York City.

WHBF (Quad Cities) Market

Radio station WHBF, operating in Rock Island, Ill., and covering the Quad Cities of Rock Island, Moline, Davenport and East Moline, has recently issued a folder of market and station data of interest to advertisers in this area. The primary area covers four Iowa and seven Illinois counties, with a total population of 192,164—53,978 homes, and 48,579 radio homes. Market facts included show an increase in new car sales of 68.5% for the first six months of 1936—information on food sales and advertisers—research and merchandising services available to radio advertisers. Send for "Bonanza Market," addressing F. C. Eighmey, Radio Station WHBF, Argus Building, Rock Island, Ill.

Greater Buying Power of Oil Capital Told by Tulsa *Tribune*

A splendid little market study on Tulsa has recently been published, so interesting and withal so informative as to the underlying factors which make that market a preferred spot on sales maps that it ought to be read by executives who are not personally acquainted with that area. Pocket size, 24-pages, board binding, it is titled "Cake with Frosting." No maps or charts. Rather, a highly condensed story of the oil industry, and what that industry means in terms of high wages, active buying. One line seems to catch the spirit of the community—"Human hands are not for sale cheap in Tulsa." This statement, backed up by examples of not only high executive incomes but, better still, high wages paid throughout the industry, is the foundation for later examples of unusual spending in Tulsa stores. Interesting points: Sears in Tulsa stocks McCallum hosiery, Edwin Clapp \$12.00 shoes, Holgate educational toys, dresses at double the cost carried by

other city Sears outlets. Other examples include Remington-Rand, National Cash Register, Philco radio and Frigidaire refrigerators—selling products here in the higher priced units which seem to typify the market. The book is available on request to Victor F. Barnett, the Tulsa Tribune, Tulsa, Oklahoma.

Grit, Newspaper with Magazine Coverage, Remains Grit

From time to time this column has reported new editions in the series of promotional market studies from the press of Grit. The latest, entitled simply "Grit Is Grit," deviates from the previous issues by attempting no interpretation of the Grit market, but rather one of Grit, the publication. Possessing the coverage—in 16,000 small towns, and 500,000 families—of a magazine, with format and many editorial features of a newspaper, Grit is, and probably always will be, a hybrid, in a class by itself. On many advertising schedules, which tend strictly to list media in one or the other of these fields, such a publication is a problem in classification. The purpose of this booklet is to show that the problem is entirely a technical one, subordinate to the main issue, which is the ability of the book to do a selling job for an advertiser who has national small-town distribution. Interesting: Explanation of many of the editorial features, originated in this publication and now widely used in one form or another by both newspapers and magazines. Write to C. D. Lamade, Grit, Williamsport, Pa.

Warren Direct Mail Service Valuable for All Advertisers

Here's a promotion service which should be coming to the sales and advertising heads of every business that is definitely going places in 1937. Every business can use it, but especially those concerns which take seriously the job of influencing sales by the use of booklets and direct mail, backing up the sales force and the dealer salesmen in the field. We refer to the S. D. Warren Company series, "When Business Steps Up We'll Get Our Share." First booklet in the series, entitled "The Hog Bite," is now available. Executives familiar with the thorough treatment of such material in previous Warren services need no special introduction. To others it may possibly be sufficient to say that you could spend good money for helpful selling and advertising data, and get nowhere near as adequate and factual, shirt-sleeve stuff as this, which is free and published at considerable cost in the interest of all direct mail selling.

direct mail selling.

"The Hog Bite" starts with a frank discussion on the probable struggle ahead for the share of increased income, increased business, that is a part of the rising sales curves everywhere. In terms of the young couple with a \$5 raise, and \$260 to spend during the year ahead, will it be the new furniture, paper on the living room wall, paint on the house, a new furnace grate—or a new oil-burning furnace, with an uptilt to the furnace sales curve and no help at all for the wall paper man, the paint manufacturer, and the furniture maker? This is a problem for any and every industry. The series of booklets will deal specifically with many angles of the selling problems involved. "The Hog Bite" deals with "How shall we describe our merchandise," and with both picture and word descriptions shows: (1) before-and-after descriptive practices; (2) partial

payment and credit plans, with descriptive suggestions; (3) how to use color description with black and white illustrations and words, and how to use size descriptions without actual dimensions; (4) how to describe needs and conveniences by de-letion and removal of objects, pictorially; (5) how to describe and emphasize the use-values which lift products into a range of added uses greatly increasing their primary value.

If not already on the Warren list for this material, send for the first booklet and the series, addressing Watson Gordon, S. D. Warren Co., 89 Broad St., Boston,

Mass.

1936 Chain Store Manual Out

Executives distributing through chain stores are reminded, as they have been on previous occasions, of publication of the Chain Store Manual. The 1936 edition, just out, is published and distributed by the Institute of Distribution. Major divisions of material in this handbook, including charters on the truth about chain stores. ing chapters on the truth about chain stores, the chain store legislative problem, and answering chain store charges, should make the book valuable to salesmen contacting the chains. For close students of chain store distribution, the bibliography of outstanding recent literature, supplemented by a further list of sources, should prove particularly interesting. Copies are available, at 50 cents, with reductions in quantity lots, from the Institute of Distribution, 570 Seventh Avenue, New York City.

Piece Goods Buyers Group to Promote Home Sewing

The housewife will be encouraged to go back to the sewing machine when the Piece Goods Buyers Group of the Merchandising Division of the National Retail Dry Goods Association completes plans for its home-sewing campaign scheduled for the early part of next year.

Starting out in 20 leading cities, the movement will be tied up with the promotion of local stores in newspapers and on the radio. Central headquarters will supply material of

SALES CONTESTS

Planning and Merchandising

Sample copy of our Merchandise Prize Catalog, and brochure, "Information on Sales Contest Operation," furnished to sales and advertising executives without charge.

SALES CONTESTS, INC. 10th Floor American Bldg., Dayton, O.

PHOTOSTAT

COMMERCE PHOTO-PRINT CORPORATION

1 WALL STREET

56 Pine St. 233 Broadway 33 W. 42nd St. 80 Maiden Lane

Dlgby 4-9135-6-7-8

new interest and a style division will keep local representatives informed of particular style merits of new and old fabrics.

Approximately \$250,000 will be required to get the campaign going in the 20 cities selected, half to be subscribed by producer groups and half by the retail stores in the local areas. It is not the plan of the organizers to confine the movement to 20 cities permanently, but those selected will be used as test cities until interest has multiplied and permitted the movement to spread to a larger number of communities.

If You Can't Sell It!

The Karling Lecture Series—the result of fifteen years of patient research for sales laws—now offers the only scientific and mathematically provable organic and relative sales laws available anywhere in the world. It teaches how to recognize the buying motive of the prospect from physical make-up and personal possessions. How to determine what presentation to use. What kind of demonstration and close to apply. What to do about objections. Why every sale depends upon knowledge of the buying motive. Adjustable to individual and mass instruction. Ask for free booklet "A."

Write Karling, Box 52, Catskill, N. Y.

WANTED

A MANUFACTURER WHO NEEDS AN EXCEPTIONAL SALES MANAGER

He is looking for a real and lasting opportunity. He is employed now, but his ability is not being utilized fully due to a company policy beyond his control. While he should be a bargain to any manufacturer who wants more business, he is not a low-priced man: He has been earning fro \$12,000 to \$15,000 in recent years.

As to experience: Covers both the United States and several foreign countries as a salesman and as a sales manager. He has had marked success in planning campaigns and in picking, training and stimulating salesmen in several fields of industry. He is in the middle thirties, college graduate, Protestant. His references from previous employers and banks are of the best. We in SALES MANAGEMENT have known him for nearly ten years.

> Philip Salisbury, Executive Editor.
> SALES MANAGEMENT. 420 Lexington Avenue, New York, N. Y.

Personal Service and Supplies

Cash Basis Only. Remittance Must Accompany Order.

Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

EXECUTIVES WANTED

SALARIED POSITIONS, \$2,500 to \$26,000. This thoroughly organized advertising service of 26 years' recognized standing and reputation carries on preliminary negotiations for positions of the caliber indicated through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance for moderate cost of his own campaign. Retaining fee protected by a refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If you have actually earned over \$2,500, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo,

SALES EXECUTIVE WANTED—A WELL-known manufacturer of Home Appliances located in a Central State and doing a National business has an opening for a sales executive. Give full information regarding qualifications, experience, age, etc., also references in your letter making application. Address Box 497, SALES MANAGEMENT, 420 Lexington Avenue, New York City.

A MANUFACTURER, IN A MID-WESTERN city, of a universally used new and of unusual merit food item, is desirous of getting in contact with an executive sales manager who is in a position to take a financial interest in the company. Address Box 500, Sales Management, 420 Lexington Avenue, New York, N. Y.

PHOTO AD CARDS

BOOST YOUR SALES THIS FALL—WITH noto Ad Cards. Effective because different. 1c

postage. No cuts to buy. Used by corporations, business and professional people. Beautiful samples free. Write, Graphic Arts Photo Service, Third and Market Streets, Hamilton, Ohio.

POSITIONS WANTED

TO AN EXECUTIVE INTERESTED IN PROFITABLE SALES

Aggressive man capable assuming full responsibility and producing proitable results wants opening as sales manager or assistant, College graduate—steadily employed since graduation. Age 33. Now charge domestic and foreign sales industrial product but can handle anything. Salary requirement about \$500 monthly to start, with genuine opportunity for increment. Correspondence invited to Box 498, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

AGGRESSIVE EXECUTIVE DESIRES NEW connection with future. 12 years' experience leading Eastern Auto Accessory and Radio Manufacturing organization, including 7 years in Chicago controlling large Mid-West Division. Broad knowledge Sales Management, jobber and dealer trade, etc., Finance, budgets, credits, etc. Excellent record and references. Box 499, Sales Management, 420 Lexington Avenue, New York, N. Y.

PURCHASING AGENT, 25 years Industrial experience, now directing purchases for nation-wide campaign. Available November 5, Excellent background and record. Personal interview should convince. Box 496, c/o SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.



OMMEN

BY RAY BILL

LECTION POST MORTEMS: With President Roosevelt and his New Deal returned to office by amazing popular and electoral votes, sales executives can turn their thoughts and activities from preelection considerations to the carrying on of their respective businesses. In this connection, several matters seem especially deserving of early attention.

First: The election results indicate very clearly that the bulk of the American people are satisfied and contented with things as they are and as they have been under the Roosevelt régime. In many ways, a contented people represents a safe and sound basis for sales planning—far better than if the bulk of our citizens were registering marked discontent with things as they are and were demanding change without any detailed understanding of what those changes might be. We know now that public confidence exists over a wide front and that alone ought to make for much success in salesmanship.

Second: the purchasing power of the farm population is certain to be maintained at a high level for a considerable period of time to come. If deemed necessary, this result will be attained through revival of AAA in some revised form,

Third: The purchasing power of Labor is certain to be maintained at existing or even higher levels for a considerable period of time to come. If deemed necessary, this may be accomplished through revival of NRA in some revised form.

Fourth: The Government will undoubtedly inaugurate new moves to cooperate with business in the matter of increasing private employment while simultaneously slacking off the number of individuals maintained on relief.

Fifth: The upward movement of business as a whole appears to have sufficient momentum so that it will be self-accelerating for some time to come.

All of these things bespeak increased sales and advertising enterprise on the part of manufacturers. No doubt some companies, because of their disagreement with certain New Deal policies, will be hesitant and slow to jump in whole-heartedly and with both hands and feet. But, as a practical matter, it seems certain that those concerns will fare best who act fastest, most vigorously and with the greatest amount of confidence in the fact that sustained purchasing power, as already enjoyed by a large percentage of the American people, is here to stay and grow for a good many months to come. We do not presume as yet to look ahead into 1938 and succeeding years, but in plan-

ning for 1937 we hold that sales executives will be entirely safe in relying upon not only sustained national purchasing power but appreciable enlargement thereof.

The electrical refrigeration industry is going through quite a hubbub about long-time guarantees. A survey of retail attitudes as conducted through the National Retail Furniture Association last Summer was used as the basis for the following conclusions which were duly presented to the manufacturers:

1. While the "standard warranty" of one year on all parts is not without merit, the way in which this warranty is coupled up with advertising to the consumer on "protection plans" running from five to ten years, misleads the consumer.

2. Not only is the consumer misled as to the details of the protection coverage for a term period; she presses the retailer for a pay plan that will cover the life of the warranty. In other words, the effect of the warranty has been to force extension of the time-payment stretch, beyond sound time-payment limits.

3. The technical verbiage on some of the warranty certificates has the effect of throwing an added burden of require when the

3. The technical verbiage on some of the warranty certificates has the effect of throwing an added burden of service upon the retailer for which he gets no compensation, either from the consumer or from the manufacturer who flouts the warranty.

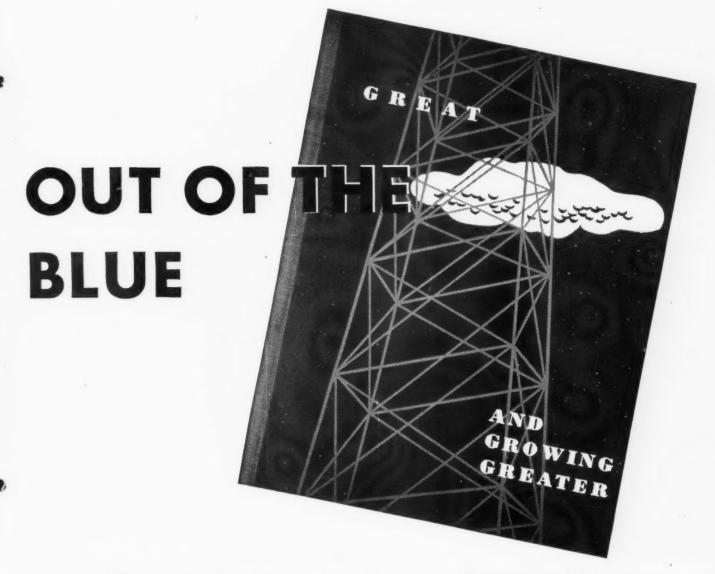
If the consumer buys a refrigerator from an established retailer from whom she and her family have been making purchases over a period of years, that consumer looks to the established retailer, not to the manufacturer, for service. And regardless of cost of satisfaction, the merchant must live up to his promise.

Many of the manufacturers in replying argued that ambiguous phraseology resulted from the pressure of competition. Apparently much of the argument centers around guarantee forms that do not clearly say long-term warranty covers only the sealed unit. Apparently, also the long-term guarantees are leading to many complications for the retail merchants who are involved in long-term instalment sales. The real need is for guarantees which are both clear and simple as to what they cover in order that the responsibility of manufacturers and retailers may be readily ascertainable and in order that consumers may not be confused by verbiage which, to say the least, is involved. At the present time retailers are contending that manufacturers should agree under warranty terms to protect the retailer from any and all claims, losses, costs, etc.

The problem does not seemingly lend itself to immediate solution on a basis satisfactory to all parties concerned. But it is a problem which must come in for increased attention and consideration in many industries and along lines which arre comparable to recent trends in the labeling and advertising of products. In studying this subject the points brought out in the furniture industry may supply useful guidance.







... The exciting story of the Greater NBC Blue Network

THINGS have been happening to the NBC Blue Network this past year and a half—Great Things. Things which advertisers may have known about as they happened, but which have perhaps been lost or forgotten in the busyness of their days.

"Great...and Growing Greater!"

That's the title of the brand-new book which gives so swift and concise a picture of the many

developments which have increased the selling effectiveness of the NBC Blue, and, consequently, the results produced for leading national advertisers.

"Great... and Growing Greater" is fast and easy to take. It has a novel presentation of the NBC Blue Network on a national scale. It shows you, in a flash, all of the things which mean even greater selling power for your program on the greater Blue Network.

The Greater

You have probably received your copy of this important new book. You'll find it well worth reading. If by any chance you have not received a copy, just drop a line to NBC, Radio City, New York, N. Y.

NBC BLUE NETWORK

SERVING ALL PRINCIPAL MARKETS IN THE UNITED STATES



THE PICCOLO PLAYER

UPSTAIRS may get Bronx cheers from his neighbors on the floors below.

Put him in the Philharmonic and hear the awed silence, the shattering applause.

Maybe he plays better on the concert stage. More likely he gets the benefits of the right setting.

Your advertisement won't be a better advertisement for appearing on TIME's pages. But it's in the right setting for the respectful attention you want. The confidence of Time's readers in the importance and accuracy of TIME's news content - their respect for its editorial policy-carries over into their consideration of its advertising columns. TIME carries weight with the readers. So does your advertisement in TIME.